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스포츠 매니지먼트 석사 학위논문

Sports Governance in a changing environment:

An analysis of the role and impact of Governance
of the National Sports Council on Sports Development in
Tanzania

변화하는 환경에서의 스포츠 거버넌스 :
탄자니아 스포츠 발전에 관한 국가 체육 협의회
거버넌스의 역할과 영향 분석

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Apansia Onesmo Lema



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Abstract

Sport Governance in a changing environment:

**An analysis of the role and impact of Governance
of the National Sports Council on Sports Development in
Tanzania**

Apansia Onesmo Lema

Department of Physical Education

Graduate School

Seoul National University

This study investigates how the governance practices of the National Sports Council have played a role in the development of sports in Tanzania. The National Sports Council of Tanzania was established over 50 years ago as a statutory body entrusted with the functions of controlling all forms of

sports and providing different sports services to the sporting communities in collaboration with other actors and stakeholders.

Taking into consideration that sport is currently in a time of great change and accelerating globalization, this study examines the actions of the Council on the execution of its statutory functions at different times of its existence and how its governance practices have helped to improve or inhibit development of sport in Tanzania.

A quantitative research design was chosen to conduct this study by utilizing self-administered questionnaires whereby, data were collected from 114 respondents represented by former and current chairperson, secretary general, members, staffs, officials from national sport associations/federations and sports officers from Regional, District and Malya Institute of Sports Development. The questionnaires consisted of 10 items to measure policy and by laws, executive committee roles and responsibilities, board development, management, organization's development, partnerships, and challenges. The data were analyzed by using frequency and mean (SD) analyses.

The study provides possible challenges of governance of the NSC that might be useful for the organization and future researches. The study revealed that policy and by laws governed by NSC is no longer sufficient for the current sport-changing environment. Likewise, budgetary constraints have affected significantly the development of sport in the country. The results recommend that there is need of total reform of the NSC to be able to move forward and improve both organizational performance and governance standards.

**Keywords: Governance, Good Governance, Changing Environment,
the National Sport Council of Tanzania**

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CHAPTER 1. INTRODUCTION

1.1 Background to the Study

Various scholars around the globe maintain that sports governance has become an important component and has come to mean the practice of governance applied to the sports context (Hoye & Cuskelly, 2007). Others argue that governance is a critical component of managing sports organization since it is concerned with issues of policy and direction for the performance of sports organizations (Ferkins, Shilbury, & McDonald, 2005); (Hoye & Auld, 2001). Further to this argument, (Chappelet & Bayle, 2005) consider sport as playing an increasingly important role in a rapidly changing economic, political, cultural and social world. They view such a situation as an opportunity for a new context of sports development at all levels around the globe.

Accordingly, it is said that with appropriate governance system in place, organizational activities can be monitored to deliver benefits to sport organizations, members and society (Mason, Thibault, & Misener, 2006). The UK Sport, (2004) insists that the failure to have appropriate governance to control and monitor sports organizations can result in withdrawal of sponsorship, the decline in membership members and

participation and possible intervention from external agencies. As described by (Kikulis, 2000); Sports governance is the responsibility for the functioning and overall direction of the organization and is necessary and institutionalized components of all codes from club level to national bodies, government agencies, sports service organizations and professional teams around the World. Likewise, it is further insisted that sport is an important aspect of government policy due to the fact that it can assist in many ways to the achievement of government objectives.

Realizing this importance and many others, most governments design policies and enact laws seeking to regulate sport activities as conducted by different actors but also to leverage the accomplishment of other government policy goals. It is further maintained that the policies are applied to regulate organizational practices of sport entities, policies targeted at how individuals might participate in particular sporting activities. The policies are also enacted to protect individuals involved in sport as well as controlling other undesirable practices in sport. In some countries, generic policies are designed to facilitate the activities of sports organizations whereas in other countries some

funding agencies develop a range of policies in order to regulate and control the nature of sports organizational practices,

Considering all these scholarly arguments as well as the global advocacy on the critical importance of governance or good governance in sport sector, this study seeks to identify how the National Sports Council of Tanzania has been responding to these initiatives with regards the implementation of its functions as stipulated in the National Sports Council Act. No. 12 of 1967 and Amendment Act. No. 6 of 1971 and as related to the promotion of sports in Tanzania.

1.2. Problem Statement

The National Sports Council of Tanzania was established under the National Sports Council Act. No. 12 of 1967 and Amendment Act. No. 6 of 1971. As a sole government agency, the Council is charged with the roles of controlling, promoting and regulating sport activities in Tanzania. However, for quite a long time the governance practices of the Council and its mandate from its establishment have remained static despite of the development that have happened in political, socio-economic and sporting

environment. Above all, Tanzania has experienced under-performance in most of the international competitions and low level of public participation in sports as a whole.

1.3. Research Objectives and Goals

As previously mentioned, this study focuses on examining the governance practices of the National Sports Council of Tanzania and how such practices have supported or hindered the development of sports in the country. The National Sports Council of Tanzania is the sole government agency charged with the roles of controlling, promoting and regulating sports activities in Tanzania.

Accordingly, the aim of this research centres at examining the governance practices of the Council at different times of its existence. The study is based on the Councils functions as delineated in the National Sports Council Act. No. 12 of 1967 and Amendment Act. No. 6 of 1971. Furthermore, the study seeks to identify the Council's success stories, gaps, challenges and if need be outlined some recommendations for future perspectives.

1.4. Research Question

Generally, while this study focuses on examining the constraints affecting the governance work of the National Sports Council of Tanzania, more specifically, the following research questions need to be addressed:

1. How does the structure, functioning bodies and duties of the National Sports Council impact governance on sports development in Tanzania?
2. What are the reasons that have prevented the National Sports Council of Tanzania adapting its laws governing sports to the fast sport-changing environment?
3. What could be a suitable direction to improve the governance of the National Sports Council of Tanzania?

1.5. Significance of the Study

The significance of the study is explained by the absence of research studies on the same topic or related study in Africa region and more specifically in the area of East Africa, Moreover, most of the available literatures cover the governance on sports organizations and very few referring to research on the governance of government sports agencies.

Therefore, the results of the research provide some useful information for further research on the same. The research focuses on the governance practices of the National Sports Council of Tanzania and how such practices have contributed to the development of sport in the country. The study also recommends a direction to improve the governance of the NSC for general sport improvement in the country

1.6. Methodology

In order to examine the governance practices of the National Sports Council of Tanzania, the study focused on quantitative method and specifically applied the self-administered questionnaires due to limited opportunities to reach the respondents. As such, the self-administered questionnaires are the simple method as it allows the respondent to complete the questionnaires without the intervention of the researcher collecting data.

The questionnaires were distributed to the sample population in accordance to their past or current responsibilities within the National Sports Council of Tanzania. Also, the categories of respondents were based on their interests, personal background and general knowledge on Sports movement in Tanzania. The self-administered questionnaires were served to

the current and former chairpersons, current and former Chief Executive officers as well as the staffs of the National Sports Council of Tanzania. Others were distributed to the employees of the Department of Sport Development at the Ministry responsible for sports, current and former members of the National Sports Council of Tanzania, officials of National Sports Organizations, Regional and, District sport officers.

The questionnaires were formulated putting into consideration the organization's structure, size, roles and functions. Other considerations include existing policies, strategies and plans, government as network, both external and internal environment and the governance practices of the Council and how such practice has contributed the development of sports in the country.

The respondents were served the questionnaires under the following grouping:

1. Former and current Chairpersons- Governance issues
2. Former and current CEO's-Strategic and operational issues
3. Former and current Executive members- Governance
4. Sports Officers- Operational and policy issues

5. National Sports Associations-Governance and policy issues

Apart from self-administered questionnaires, the researcher analyzed several documents written by various scholars and experts in the field under which several ideas theories on governance have been vividly expounded. Document analysis has been chosen as a useful social tool that helps to establish facts related to social practices in social environment under which the organization conduct its business.

1.7. Overview of the Thesis Content

This study is composed of six chapters commencing with the Introduction in Chapter one. Under this Chapter, three sub-chapters have been described namely, Background to the Study, Aims and Objectives of the Research and lastly the Structure of the Study. Chapter two reviews different literatures on governance and other related subjects together with the explanation on the trends of governance in sports sector. Also under this chapter, the governance concept is defined, highlighting other key terms as described by different scholars, agencies and all other existing tools and policies.

The Methods applied in this research are addressed in Chapter three. The chapter describes quantitative research as the primary method under which self-administered questionnaires were distributed to the sample population for data collection purposes.

Chapter four highlights the results of the study followed by Chapter five in which the results and the findings are discussed in detail. Chapter six provides a conclusion with a brief summary of recommendations for the enhancement of governance practices of the Council and for the general improvement of sports development in Tanzania.

CHAPTER 2. LITERATURE REVIEW

This chapter focuses on a basic understanding of key concepts as applied in this study, identifying various policy and academic documents as a basis for the theoretical framework for the assessment of the governance practices of the National Sports Council of Tanzania. Since the study focuses on the governance of the National Sport Council, the chapter starts with addressing the concept of governance as defined and applied by different scholars and institutions.

2.1. Governance

According to the Australia Sport Commission (2005), there is no commonly agreed definition of governance. This argument is also supported by the Asian Development Bank, (2013) that observes governance as a multi-dimensional concept with no universally agreed definition. Likewise, (O'Boyle, 2012) agreed with the above observations by maintaining that 'a single definition of Sport Governance is yet to be established suggesting that the issue of governance with any organization is a multi-faceted concern'.

However, despite of the absence of agreed definition, the Australia Sport Commission (2005) maintains that what is commonly agreed is that

effective governance is an important ingredient in the on-going growth and success of an organization. The Australian Sport Commission (2013) further believes that good governance, while not determinative of performance, is a key factor in the medium in itself guarantee success in the sport field, but its absence almost certainly guarantees failure

Again, (O'Boyle, 2012) supports this observation by arguing that Governance within the traditional business environment is a crucial issue for the ultimate success or failure of an entity.

Accordingly, taking into consideration of the above observations, different scholars and institutions, define governance in relation to the environment, business or issue to be addressed. (The Institute on Governance, 2003) Also argues that the concept of governance may be usefully applied in different contexts, global, national, institutional, and community. Some of the definition of governance applied regularly by different researchers and institutions include:

The Australia sport Commission (ASC) defines governance as the system by which organizations are directed and managed. It influences how the objectives of the organization are set and

achieved, spell out the rules and procedures of making organizational decisions and determines of optimizing and monitoring performance, including how risk is monitored and accessed

ASC (2012)

Governance can be defined as the combination of policies, system, structures and a strategic/operational framework; which the governing body puts in place to ensure the leadership of the organization makes appropriate decisions, and takes appropriate actions to deliver services in an effective and accountable manner. This includes transparent and equitable stewardship of resources, which will sustain the organization and keep it relevant to both the community in which it operates and the clients/customs it serves.

Leadership Acumen (2005)

Governance is the sum of many ways individuals and institutions, public and private, manage their common affairs. It is a continuing process through which conflicting or diverse interests may be accommodated and cooperative action may be taken. It

includes formal institutions and regimes empowered to enforce compliance as well as informal arrangements that people and institutions either have agreed to or perceive to be in their interest'

Oxford University Press (1995)

Governance is the structure and process used by an organization to develop its strategic goals and ensure that its board acts in the best interests of the members.

(Hoye & Cuskelly, 2007)

Government is defined as the process of granting power, verifying performance arranging, leading and /or administrating within the organization.

O' Bayle (2013)

Sport governance can be defined as the process by which the board sets strategic direction and priorities, sets policies and management performance expectations, characterized and manager risks, and monitor and evaluates organizational achievements in order to exercise its accountability to the organization and success'

While all these definitions refer to governance concept as it works in different environment and circumstances, this study opts to employ the definition suggested by (King, 2017) that considers governance in three major perspectives. The first one is governance viewed as a system under which an organization is steered or governed. Secondly is where governance is considered as managing and delivering sport through networks with both cooperation and collaboration and lastly governance as good governance where the focus of sport organization is on management that is underpinned by ethical standards and adherence to legal framework

As it has been noted, governance is comprised of four main features as alluded by (Keping, 2017) who states that 'governance is not a set of rules or an activity, but a process which is on coordination; it involves both public and private sectors and it is not a formal institution but continuing interaction. (Keping, 2017) Further contends that essentially, governance means exercising authority to maintain order and meet the needs of the public within a certain range. The scholar goes on by arguing that the purposes of governance is to guide, and regulate citizens activities through

the power of different systems and relations so as to maximize the public interest.

Further to the above, (Wikipedia, 2013) suggested that when discussing governance in particular organizations, the quality of governance within the organization is often compared to a standard of good governance.

2.2. Good Governance

As suggested by (Wikipedia, 2013), the quality of governance within the organization is often compared to a standard of good governance. Likewise, different literature explains about good governance as a result of practical orientation. It is also the purpose of this study to analyze these orientations to determine their applicability in relation to the governance practices of the National Sport Council of Tanzania within the environment in which it exist.

Among these literatures which have covered good governance in detail include Sport Governance; An Introduction by (King, 2017), documenting the rationale and principles of good governance, the benefit and how to evaluate good governance. Others are those prepared by various Sport agencies like the Sport and Recreation Alliance (2017) describing the

principles of good governance and insisting in the need for organization's vision and mission, board behavior and duties. Sport England and UK Sport documented a 'Code for sport Governance which also spells out the principles and the importance of good governance. Likewise, the Australia Sport Commission (2005) in its guide on a good practice for sporting organizations expounded the role of the board in governing sport while the Sport New Zealand came up with the third edition of nine steps of effective Governance.

The following tables 1, 2 and 3 summarize some basic information on principles of good governance as prepared by different agencies and relevant institutions.

Table 1 The Principles of Good Governance for Sport and Recreation

PRINCIPLE	DESCRIPTION	GUIDANCE NOTES
Integrity	As guardians of sport and recreation activity, the board should hold the highest standards of integrity within the organization and the wider environment by embedding values and good practice and promoting high ethical standards	The constitutional framework of an organization defines its purpose and duties. This public document helps to make sure the organization complies with the current legal and regulatory requirements and puts certain restrictions on company's powers,

Organization's Vision and Mission	The board is responsible for identifying and reviewing the values of the organization and should strive to achieve its vision and mission by creating a strategic plan which is best suited to maintaining the long-term stability of the organization	including the responsibilities and powers of directors and the powers of members The vision and mission statements summarize the organization's goals and objectives. The vision is where the organization aims to be in the future and this statement does not change regardless of the organizational circumstances.
Leadership and Role of the Board	Every organization should have effective leaders and a board which has the right balance of skills and expertise needed for long-term success of the organization and its growth	One of the key responsibilities of the board is the organizations development. It should always be remembered that the board has the ultimate responsibility to fulfill the company's legal obligations and to comply with this, directors are required to make sure the company complies with its articles and its obligation to its obligations to its members are understood and met.
Board Structure	The board must ensure its composition is balanced, inclusive and skilled and reflects the diversity of the community it serves. Appropriate recruitment policies should be adopted to help ensure the right balance of individuals are elected to	Having the right governance structure adds value to the organization and provide continuity. Board structure should be pragmatic enough to suit the size and individual circumstances of the

		achieve their mission	organization. However, it is important to have minimum governance standards around board size, diversity levels and independent directors.
Controls and Compliance		Directors must understand and comply with the legal and regulatory requirements and be aware of their fiduciary duties, financial and risk and obligations as part of their role	Importance should be given to the logistics and organization of board meetings. The role of the chair, the board agenda and frequency of the meetings should drive the quality of the discussions.
Accountability and Transparency		As guardians of the sport, the board is accountable to its stakeholders. To ensure there is an open and transparency culture, board should engage with the wider sector as often as possible.	A pivotal feature of an organization's relationship with its stakeholders and members is disclosure. A disclosure about the structure, organization's activities, governance and its policies improve the public perception and thereby promotes transparency. Transparency encourages high standards of behavior from all individuals involved in the organization
Engaging with the Sport and Recreation Landscape		Directors should represent their organization outside of their boardrooms and therefore must engage and maintain strategic relationships with key stakeholders and other governing bodies	One of the duties of the board is to make sure stakeholders and members are freely able to communicate with the board, especially if there is a need to report unethical or illegal behaviour by staff,

		officers or volunteers. Without proper communication channels, members and stakeholders hands are tied. It is therefore in the best interests of the organization to adopt the appropriate complaints and appeals process and these are clearly communicated to the members and stakeholders
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Source: (Sport and Recreation Alliance UK, 2017)

Table 2 A Code for Sports governance

PRINCIPLE	DESCRIPTION	IMPORTANCE
Structure	Organizations shall have a clear and appropriate governance structure, led by a Board that is collectively responsible for the long-term success of the organization and exclusively vested with the power to lead it. The Board shall be properly constituted, and shall operate effectively.	The right governance structure with decision Made at the right level enables the best Decisions to be made to drive the success of the organization. Having an appropriate Governance structure demonstrates to all stakeholders that the organization is well managed. This is key to winning the confidence of staff, suppliers and potential investors and also provides a framework for organizational growth and development
People	Organizations shall recruit and engage people with appropriate diversity, independence, skills, experience and knowledge to take effective decisions that further the organization's goals	Diverse, skilled and experienced decision-making bodies that contain independent voice and engage in constructive, open debate enable good decision-making.
Communication	Organizations shall be transparent and accountable, engaging effectively with stakeholders and nurturing internal democracy	Being responsive to stakeholders, understanding their interests and hearing their voice help shape the organization's governance and strategy. Transparency about why the organization exists, what it is trying to do, how it is doing it and with what results empowers stakeholders by giving them the

Standards and Conduct	Organizations shall uphold high standards of integrity, and engage in regular and effective evaluation to drive continuous improvement.	information about the organization that they need to know. Having the right values embedded in the culture of the organization help of the organization helps protect public investment and also enhances the reputation of the organization, earning stakeholder trust. Constantly seeking to improve makes an organization swift to respond to new challenges and opportunities.
Policies and Processes	Organizations shall comply with all applicable laws and regulations, undertake responsible financial strategic planning, and have appropriate controls and risk management procedures.	Understanding the legal environment and having in place appropriate financial and other controls help mitigate risk and enhance stakeholder trust

Source: (Sport England, 2016)

***Table 3 Good Governance Principles and Guidance
For Not-for-Profit Organizations***

PRINCIPLE	DESCRIPTION	NOTES
Roles and responsibilities	There should be clarity regarding individual director responsibilities, organizational expectations of directors and the role of the board.	<ul style="list-style-type: none"> • Awareness of responsibilities and expectations • Clarity concerning the role of the board • Boards should not function like parliaments
Board composition	A board needs to have the right group of people, having particular regard to each individual's background, skills and experience, and how the addition of an	<ul style="list-style-type: none"> • Getting an appropriate mix of skills, knowledge and experience • A skills matrix • The size of the board

		individual builds the collective capability and effective functioning of the board	<ul style="list-style-type: none"> • Terms of board appointment • Maintaining a board succession plan • The chair and CEO
Purpose and Strategy	and	The board plays an important role in setting the vision, purpose and strategies of the organization, helping the organization understand these and adapting the direction or plans as appropriate.	<p>It is critical to define clearly for an organization:</p> <ul style="list-style-type: none"> • Why it exists • What it does • For whom it does things • How it aims to do those things • How it will measure its success
Recognition and Management of Risk	and	By putting in place an appropriate system of risk oversight and internal controls, boards can help increase the likelihood that their organization will deliver on its purpose.	<p>The number, type and significance of risks vary from organization to organization. A conventional approach to risk management would require the board to:</p> <ul style="list-style-type: none"> • Identify and analyze the risks, particularly principal risks, facing the organization. • Establish and prioritize the organization's risks. • Develop a risk register containing information such as likelihood, materiality and prioritization. • Develop and implement strategies to manage the risks, as appropriate
Organizational performance		The degree to which an organization is delivering on its purpose can be difficult to assess, but this can be aided by the board assessing and determining appropriate performance categories and indicators for the organization.	Regardless of whether an organization is “for profit” or “not-for-profit”, an important consideration for boards is the degree to which the organization's available resources are being utilized in an efficient and effective manner to achieve stated outcomes. Is the organization getting maximum desired impact from and avoiding wastage of precious resources
Board effectiveness		<p>A board's effectiveness may be greatly enhanced through:</p> <ul style="list-style-type: none"> • Careful forward planning of board -related activities; • Board meetings being run in an efficient manner; • Regular assessments of board 	<p>To improve a board's effectiveness the directors should consider:</p> <ul style="list-style-type: none"> • Appropriate board structures • Planning activities in advance • Running meetings efficiently • Assessing board and director performance regularly

	<p>performance;</p> <ul style="list-style-type: none"> • Having a board succession plan; and • The effective use of sub-committees, where appropriate. 	<ul style="list-style-type: none"> • Making effective use of board sub-committees • Board succession planning
Integrity and accountability	<p>It is important that the board have in place a system whereby:</p> <ul style="list-style-type: none"> • There is a flow of information to the board that aids decision-making; there is transparency and accountability to external stakeholders; and • The integrity of financial statements and other key information is safeguarded. 	<p>Essential to good governance is an effective working relationship between the chair, directors, the CEO and other senior management</p>
Organization Building	<p>A board has a role to play in enhancing the capacity and capabilities of the organization they serve.</p>	<p>A fundamental part of the board's role in serving the best interests of the organization is to ensure the organization develops and implements strategies and supporting policies to enable it to fulfill its purpose consistent with the objectives set out in the organization's constitution</p>
Culture and Ethics	<p>The Board sets the tone for ethical and responsible decision-making throughout the organization</p>	<p>The culture of an organization influences what it does, its relationships with stakeholders and its reputation</p>
Engagement	<p>The Board helps an organization to engage effectively with stakeholders.</p>	<p>Better stakeholder engagement has the potential to provide useful information to the board, improve the NFP's relationships with its stakeholders (e.g. build goodwill, address potential issues), and increase the likelihood that the NFP is able to deliver on its purpose</p>

Source: (Australian Institute of Company Directors, 2013)

2.5. Types of Governance

Henry and Lee, (2004) identify three key approaches or concepts to governance namely system, organization or good governance and political governance. All these concepts focus on how organization steers rather than directly control the behaviour of the organization. On the other hand, (King, 2017) address governance issues from the governance models perspectives where they are analyzed through idealized policies, systems and processes. According to (King, 2017) the components of governance models are a set of structures, policies and processes that are set out the remit, role and responsibilities of the board (and CEO where applicable) within an organization.

Furthermore, (Gill, 2005) describes the types of governance boards, each with its primary focus within a given environment. These types of governance boards are summarized in Table 4

Table 4 Types of Governance Boards

No.	TYPE	PRIMARY FOCUS
1.	Operational board	Operations
2.	Collective board	Operations/Inclusive decision- making process
3.	Management board	Management of operations
4.	Constituent representational board	Constituent interests
5.	Traditional board	Governance

6.	Result based board	Governance
7.	Policy governance board	Governance
8.	Fundraising board	Fundraising activities
9.	Advisory board	Advice and connections

Source: Gill, (2005)

Due to the complexity of the governance concept, this study tries to analyze and assess the suitability of each concept, model and type as analyzed by different scholars, while at the same time taking into consideration of the environment in which the National Sport Council of Tanzania operates.

2.6. Others

Apart from the documents from various agencies and institutions, the study has also consulted a wide range of topical related books and journals to be able to understand and analyze the relevant information. The summaries of some of the extracted literatures are listed in table 5 below.

Table 5 Literature on various aspects of governance of sport organizations

Authors	Title	Description
(King, 2017)	Sport Governance: An Introduction	Governance / Good governance
(Henry & Lee, 2004)	The Business of Sport Management	Governance and Ethics in Sport
(Hoye, Nicholson, &	Sport and Policy: Issues and analysis	Regulating organizational

Houlihan, 2010)		structure
(Hoye & Cuskelly, 2007)	Sport Governance	Governance
(Gill, 2005)	Governing for Results: A Director's Guide to Good Governance	Governance
(Ferkins, Shilbury, & MacDonald, 2009)	Board Involvement in Strategy: Advancing the Governance of Sport Organizations	The role of the board of national sport governing board towards strategic capability development
(Robinson, Chelladurai, Bodet, & Downward, 2013)	The Contingent and Standards Governance Framework for NGBs	The driving role and operations of the board
(O'Boyle, 2012)	Corporate Governance applicability and theories within not-for-profit sport management	The role of corporate governance in non-profit sport organizations
(Ferkins, Shilbury, & McDonald, 2005)	The Role of the Board in Building Strategic Capability: Towards an Integrated Model of Sport Governance Research	Key research areas of Sport Governance
(Rozman, 2017)	The Organizational function of governance: Development, problems and possible changes	The relationship between governance and management
(Keping, 2017)	Governance and Good Governance: A new Framework for Political Analysis	Governance theory transforming the policy-making model

2.3. Changing Environment

The National Sport Council of Tanzania was established back in 1967. The organization has existed for more than 50 years, still working under the same legal conditions despite of several changes that have taken

place in areas of political, economic, and social as well as science and technology. The National Sport Council of Tanzania was established at a time when Tanzania was under a one-party state system. The country switched to a multi-party state from 1995. Prior to 1995, all the national teams of different sports codes were financed by the government from preparation to participation in the international competition until early 1980's. The Council has continued to operate in a very difficult situation especially after the introduction of the Structural Adjustment Programme (SAP) in the late 1970's that forced the government to terminate some major sport development projects that were going on. To-date, the Council continues to survive under the same 1960's legal environment despite of all those major national and international transitions.

2.4. The National Sport Council of Tanzania

The National Sport Council of Tanzania is a statutory authority of the government of the United Republic of Tanzania, established in 1967 responsible for the provision of strategic guidance and leadership for sporting activity in Tanzania. The Council works in collaboration with National Sport Associations, Regional and Districts Sports Committee,

Community Organizations and other stakeholders to ensure sports services are available and accessible to everyone.

The functions of the council are detailed prescribed in the National Sport Council Act No. 12 of 1967 and Amendment Act No. 6 of 1971.

2.7. Limitations

The major setback of this study is the absence of research studies and literatures on the same or related study in Africa region. Most of the available literatures cover studies in Europe, Americas and Asia thus very difficult to obtain relevant information from within the region. Even with those from other regions, mostly cover governance on sports organizations and none or very few mentioning on the studies or research on the governance of government sports agencies.

2.8. Purpose of the Research

As summarized in figure 1, this study focuses on examining the governance practices of the National Sports Council of Tanzania and its role and impact on the sport development in the country.

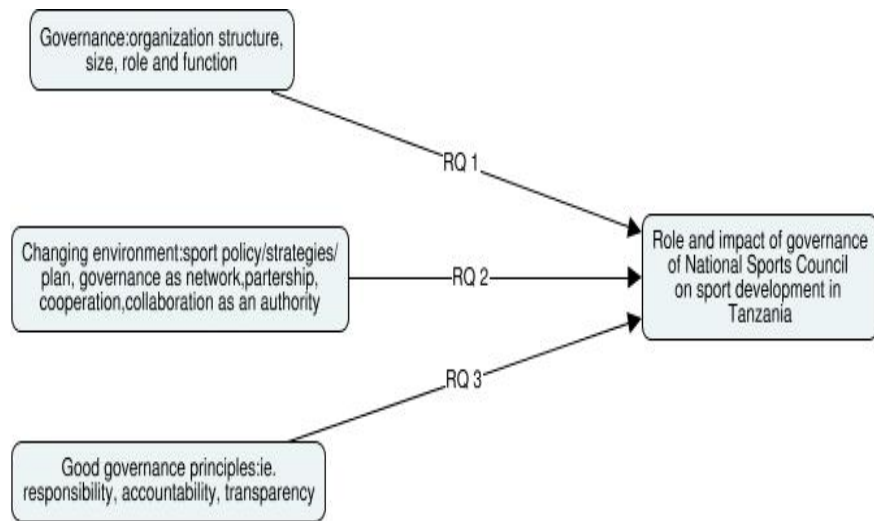


Figure 1 Proposed research framework based on Literature review and country situation

CHAPTER 3. METHODOLOGY

This chapter focuses on the methods that were applied in an attempt to answer the research questions. The choice of the research method has taken into consideration the actual situation under which the research is to take place, availability of required resources for the study and all other conditions that are required for the research process to take place.

Quantitative research method was prioritized as a process that relies on numerical data, used to obtain relevant information and knowledge to answer the research question (Kamila, 2015). The study has employed a quantitative method as it provides wide and better understanding of large populations in numerical terms and the gathered data can be analyzed through descriptive statistics procedures easily.

3.1. Research population and sample

In order to obtain relevant and necessary information, the sample population of 114 people was chosen in accordance with their role and responsibilities within the National Sports Council and general knowledge on Sports movement in Tanzania. The self-administered questionnaires were distributed to:

- 1) 3 Current and former Chairpersons of the National Sports Council of Tanzania.
- 2) 3 Chief Executive Officers of the National Sports Council of Tanzania
- 3) 17 Current and former Members of the National Sports Council of Tanzania.
- 4) 15 Current and former staffs of the National Sports Council and the Department of Sports Development;
- 5) 32 Regional and District Sports Officers as well as Tutors of Malya Institute of Sports Development;
- 6) 44 Officials of National Sports Associations/Federations

3.2. Instrument

The research has employed self-administered questionnaires in order to collect required information without the intervention of the researcher collecting data. This method reduces the pressure to the respondents as it gives them more time and space to respond at their own convenience. With references from books, research and websites, the open-ended questions and

closed-ended questions were also conducted together with the responses “Yes”, “No” and “I don’t know” for the closed ended questions.

3.3. Purpose of questionnaires

The questions were formulated focusing on retrieving some relevant information related to the governance of the National Sports Council’s structure, size, roles, functions, and how the changing environment affected the existing policies, strategies and plans. The questions also aimed at collecting some data on the government networks and partnerships considering its role as an authority for measuring the governance practices of the National Sports Council of Tanzania to the contribution to sports development in the country.

3.4. Data Collection

Data were collected by mails from sports administrators working in various sports institutions in Tanzania. The questionnaires were also distributed through Google form particularly for those earmarked for retired members of the board of the National Sports Council and national sports organizations.

3.5. Data Analysis

The collected data were analyzed by using statistical analysis that gives meaning to the numbers and including planning, designing, collecting data analyzing and which provide meaningful research findings.

The research employed descriptive statistics that entails the method for organizing and summarizing information. The study used frequency, range mean and standard deviation for the closed-ended question and inductive analysis for open-ended questions, which is used for theory development by studying different documents.

CHAPTER 4. RESULTS

4.1. CLOSED-ENDED QUESTION

4.1.1 Descriptive statistics

A total number of 144 respondents were engaged for this study. The overall number of officials participated in the survey and responded back, 2.6% (n=3) were former and current chairpersons of the National Sport Council, 14.9% (n=17) former and current members of the NSC and 2.6% (n=3) were former and current general secretary of the NSC. Others, 13.2% (n=15) were former and current staffs of the NSC and Department of Sports, 28.1% (n=32) Regional/District and Tutors of Malya Sports Institute and 38.6% (n=44) were the officials from National Sport Associations/Federations. Table 6 shows the respondents number distributed by positions

Descriptive Statistics for participants

	Position	Number	Percentage
1	Chairpersons	3	2.6
2	Members	17	14.9
3	CEO's	3	2.6
4	Staffs	15	13.2
5	Sports Officers	32	28.1

6	NSA Officials	44	38.6
	Total	114	100.0

4.1.2. Frequency Analysis

A frequency analysis was conducted to confirm how often the case occurs and recognize the existence of uncertainty and allow its effects to be quantified. The result of former and current chairs of the NSC presented in table 6 shows the general governance practices by the chairman of the National sports council during his tenure. Based on the results from respondents, 3/3 agreed that they were given terms of references (TORs) regarding their roles and responsibilities as the chairpersons of the Council. However, all the respondents 3/3 under this category confirmed for the absence of induction or training after the appointment. Neither did they receive any support needed to discharge their duties during their tenure.

Likewise, the respondents replied by 3/3, that the members of the governing board do not understand their duties and responsibilities and also acknowledged that members of the board have no skills, experience, and knowledge that needed to run the council effectively. While 2/3 of the respondents admitted that the Council has no proper arrangement of the

board to supervise and appraise the CEO and lacks the arrangement for the board to regularly review and assess its own performance, 1/3 responded by yes on the same.

Table 6 frequency for former and current chairpersons

QN	YES	NO	TOTAL
Terms of references given	3(100.0)	0	3(100.0)
Induction/training	0	3(100.0)	3(100.0)
Members understand their responsibilities	0	3(100.0)	3(100.0)
Skills, experience, and knowledge	0	3(100.0)	3(100.0)
Arrangement for the board	1(33.3)	2(66.7)	3(100.0)
Regularly review & assess the performance	1(33.3)	2(66.7)	3(100)

4.1.3. Mean (SD)

Mean and standard deviation have been chosen in this study to identify the average level and the average difference for the positions of chairpersons and members. As summarized in table 7. This part indicated the role and responsibilities of the Executive Committee Members where the average of 3 and the difference of 0.578 have been identified. This means that the results are in between agree and neither agree nor disagree.

Table 7 mean (SD) for former and current chairpersons

QN	MEAN (STD DEVIATION)
Board responsibility	3.67(0.577)
Board vision, mission	3.67(0.577)
Members and staffs	3.33(0.577)

Monitoring and evaluating	3.00(1.000)
Fundraising	3.33(0.577)
Outcomes and impact	2.33(0.577)
Key stakeholder	3.00(0.000)
Constructive challenge	2.67(1.155)
Openly and honestly	2.33(0.577)
Effective communication	3.33(0.577)
External views	3.00(1.000)
Principles of equality and diversity	2.67(0.577)
Organization's responsibilities	3.00(1.000)
Regular review and revision of the org. structures,	3.67(1.155)

The results for the current and former members of the NSC shows the average mean of 2.8 and different of 0.684 which means that the results showed disagree for all question as it appears in table 8.

Table 8 mean (SD) of the former and current members of NSC

QN	MEAN (STD DEVIATION)
Board responsibility	3.82(1.015)
Board vision, mission	3.41(1.004)
Members and staffs	3.29(0.985)
Monitoring and evaluating	2.76(1.033)
Fundraising	3.06(1.029)
Outcomes and impact	2.12(0.485)
Key stakeholder	2.24(0.562)
Constructive challenge	2.12(0.781)
Openly and honestly	2.24(0.664)
Effective communication	2.41(0.712)
External views	2.82(0.951)
Principles of equality and diversity	2.71(0.849)
Organization's responsibilities	2.65(1.169)
Regular review and revision of the org structures,	2.88(0.857)

The results for the current and former secretary general (CEO's) of the National sports council have 10 parts as indicated in table 9. 3/3 of "yes" signifies the acceptance for the presence of the terms of references, the existence of sports policy and strategic plans. 3/3 of no responses denote that sport is not considered as a framework for the development in the country and as a priority sector by the government in its own development policies. On the implementation and monitoring of the policies, strategy and plans; the results shows 3/3 of the plans and policies are not effectively implemented.

With regard to the adequacy of legislations and regulations, 3/3 of the respondents agree that there is no sports legislation that adequately reflects local level roles and responsibilities. The results also indicate that the existing legislation does not meet the current needs of sustainable sports development.

On the other part of the involvement of private sector and use of public-private partnerships, 3/3 of the respondents concur that there are no clear and active structures that bring together and represent private sector to engage and pursuing sustainable sports policies. The results also show that

there is no any form of business model and structures that is encouraged in sports sector. As for the “I don’t know” responses imply that some of the respective issues or questions are not well known or understood.

Table 9 frequency analysis for General Secretary of NSC

QN.	YES	NO	DON'T KNOW	TOTAL
General information				
Terms of references	3(100.0)	0	0	3(100.0)
Members understand the duties and responsibilities	2(66.7)	1(33.3)	0	3(100.0)
Skills, experience, and knowledge	2(66.7)	1(33.3)	0	3(100.0)
Level of recognition given in development policies				
Recognition	0	3(100.0)	0	3(100.0)
Priority sector	0	3(100.0)	0	3(100.0)
Impact on sector development	1(33.3)	2(66.7)	0	3(100.0)
Extent and nature of international assistance for sustainable sport development				
A recent project receiving International assistance	1(33.3)	2(66.7)	0	3(100.0)
Project successful	1(33.3)	2(66.7)	0	3(100.0)
Coordination between international agencies	1(33.3)	2(66.70)	0	3(100.0)
Existence of sport policy and strategic plans				
Sport policy	2(66.7)	1(33.3)	0	3(100.0)
Sustainable sport development	2(66.7)	1(33.3)	0	3(100.0)
Signatory of UNESCO Charter	3(100.0)	0	0	3(100.0)
The financial and fiscal implication	1(33.3)	2(66.7)	0	3(100.0)
Sports strategy/master plan	1(33.3)	2(66.7)	0	3(100.0)
Key stakeholders	2(66.7)	1(33.3)	0	3(100.0)
Revised planning	2(66.7)	1(33.3)	0	3(100.0)
Actions and responsibility	1(33.30)	2(66.70)	0	3(100.0)
Implementation and monitoring of the policy/strategy and plan				
Effective implementation	0	3(100.0)	0	3(100.0)
Stakeholders fully involved	0	3(100.0)	0	3(100.0)
Progress and result	0	3(100.0)	0	3(100.0)
Adequacy of legislation and regulation				

affecting sports development				
Specific sport legislation	3(100.0)	0	0	3(100.0)
Implementation of sport legislation	1(33.3)	2(66.7)	0	3(100.0)
Local level roles and responsibilities	0	3(100.0)	0	3(100.0)
Current legislation meet the current need	0	3(100.0)	0	3(100.0)
Assisted of sustainable sport development	1(33.3)	2(66.7)	0	3(100.0)
Effectiveness of a central leadership structure for sport development				
Dedicated ministry, department/unit within the government	3(100.0)	0	0	3(100.0)
Separated governmental delivery agency for sport	1(33.3)	2(66.7)	0	3(100.0)
Sport governance bodies operate effectively	0	2(66.7)	1(33.3)	3(100.0)
Skill needs within sport governance	0	2(66.7)	1(33.3)	3(100.0)
Global and region bodies engagement	1(33.3)	1(33.3)	1(33.3)	3(100.0)
Engagement of stakeholder interests in national sports governance				
Ministries sport governance structure	1(33.3)	2(66.7)	0	3(100.0)
Range of stakeholders	1(33.3)	2(66.7)	0	3(100.0)
National sports governance structure	1(33.3)	2(66.7)	0	3(100.0)
Multi-stakeholders structure	1(33.3)	2(66.7)	0	3(100.0)
Public interest	1(33.3)	2(66.7)	0	3(100.0)
Involvement of the private sector and the use of public-private partnerships				
Clear and active structures	0	3(100.0)	0	3(100.0)
Existing private sector structures	0	3(100.0)	0	3(100.0)
Private sector engagement	0	2(66.7)	1(33.3)	3(100.0)
Encouragement of business model in sports	0	3(100.0)	0	3(100.0)
Effective of sports governance at a local level				
Effective local government structures	2(66.7)	1(33.3)	0	3(100.0)
Effective coordination between national, regional and local sport governance	2(66.7)	1(33.3)	0	3(100.0)
Local community involvement	1(33.3)	2(66.7)	0	3(100.0)
NGO's and civil society involvement in local structures	1(33.3)	2(66.7)	0	3(100.0)
Local level structures working effectively	0	2(66.7)	1(33.3)	3(100.0)
Sufficient experience for locally sport governance	0	3(100.0)	0	3(100.0)

The results for the current and former staffs of the National Sports Council and the Department of Sports Development have been divided into small tables (5a-5k) with a total number of 15 respondents in these parts. The “yes” responses have 9/15 on the part of the existence of sport policy and strategic plans as well as engagement of stakeholder’s interests in national sports governance. Other tables show 14/15 of “no” response implying that no or very little recognition given in development of policies, involvement of private sector and use of public-private partnerships. The responses also denote ineffective sports governance at a local level, and insufficient international assistance for sustainable sport development, implementation and monitoring of the policy/strategy and plan.

Table 6 frequency analysis for former and staffs of NSC

QN.	YES	NO	DON'T KNOW	NO ANSWER	TOTAL
Level of recognition given in development policies					
Sport recognition	1(6.7)	14(93.3)	0	0	15(100.0)
Priority sector by government	2(13.3)	13(86.7)	0	0	15(100.0)
Priority sector by department	3(20.0)	12(80.0)	0	0	15(100.0)
Extent and nature of international assistance for sustainable sport development					
Current/recent sport projects	6(40.0)	8(53.3)	1(6.7)	0	15(100.0)
Project successful	7(46.7)	8(53.3)	0	0	15(100.0)
Coordination between international agencies	6(40.0)	8(53.3)	1(6.7)	0	15(100.0)
Existence of sport policy and strategic plans					
Sport policy	9(60.0)	6(40.0)	0	0	15(100.0)
Sustainable sport development	6(40.0)	8(53.3)	1(6.7)	0	15(100.0)
Signatory of UNESCO Charter	14(93.3)	0	1(6.7)	0	15(100.0)
Financial and fiscal implication	5(33.3)	7(46.7)	2(13.3)	1(6.7)	15(100.0)
Sport strategy/master plan	7(46.7)	8(53.3)	0	0	15(100.0)
Consultation of key stakeholders	12(80.0)	3(20.0)	0	0	15(100.0)
Up to date and revision planning	10(66.7)	5(33.3)	0	0	15(100.0)
Actions and responsibility	6(40.0)	8(53.3)	1(6.7)	0	15(100.0)
Implementation and monitoring of the policy/strategy and plan					
Effective implementation	2(13.3)	13(86.7)	0	0	15(100.0)
Stakeholders fully involved	3(20.0)	12(80.0)	0	0	15(100.0)
Progress and result monitored	6(40.0)	9(60.0)	0	0	15(100.0)
Adequacy of legislation and regulation affecting sports development					
Specific sport legislation	14(93.3)	1(6.7)	0	0	15(100.0)
Fully implementation of sport legislation	5(33.3)	10(66.7)	0	0	15(100.0)
Local level roles and responsibilities	7(46.7)	8(53.3)	0	0	15(100.0)
Current legislation meet the current needs	3(20.0)	11(73.3)	1(6.7)	0	15(100.0)
Assisted of sustainable sport development	5(33.3)	9(60.0)	1(6.7)	0	15(100.0)
Effectiveness of a central leadership structure for sport					

development					
Dedicated ministry, department/unit within government	13(86.7)	2(13.3)	0	0	15(100.0)
Separated governmental delivery agency for sport	9(60.0)	6(40.0)	0	0	15(100.0)
Sport governance bodies operate effectively	5(33.3)	9(60.0)	1(6.7)	0	15(100.0)
Skill needs within sport governance	4(26.7)	10(66.7)	1(6.7)	0	15(100.0)
Global and region bodies engagement	7(46.7)	8(53.3)	0	0	15(100.0)
Engagement of stakeholder interests in national sports governance					
Ministries sport governance structure	11(73.3)	3(20.0)	1(6.7)	0	15(100.0)
Range of stakeholders in sport governance	8(53.3)	6(40.0)	1(6.7)	0	15(100.0)
National sport governance structure	9(60.0)	6(40.0)	0	0	15(100.0)
Multi-stakeholders structure	4(26.7)	11(73.3)	0	0	15(100.0)
Promote stakeholders buy-in	6(40.0)	8(53.3)	1(6.7)	0	15(100.0)
Involvement of private sector and use of public-private partnerships					
Clear and active structures	2(13.3)	12(80.0)	1(6.7)	0	15(100.0)
Existing private sector structures	3(20.0)	12(80.0)	0	0	15(100.0)
Private sector engagement	3(20.0)	11(73.3)	1(6.7)	0	15(100.0)
Encouragement of business model in sports	6(40.0)	9(60.0)	0	0	15(100.0)
Effective of sports governance at a local level					
Effective local government structures	6(40.0)	9(60.0)	0	0	15(100.0)
Effective coordination between national, regional and local sport governance	7(46.7)	8(53.3)	0	0	15(100.0)
Local community involvement	8(53.3)	6(40.0)	0	1(6.7)	15(100.0)
NGO's and civil society involvement in local structures	5(33.3)	9(66.0)	0	1(6.7)	15(100.0)
Local level structures working effectively	3(20.0)	10(66.7)	1(6.7)	1(6.7)	15(100.0)
Sufficient experience for locally sport governance	3(20.0)	10(66.7)	0	2(13.3)	15(100.0)
Governance of the NSC of Tanzania					
Current NSC structure attainment of it objectives	5(33.3)	9(60.0)	0	1(6.7)	15(100.0)
Current sport policy and legislation meet the demand of global sport	2(13.3)	11(73.3)	1(6.7)	1(6.7)	15(100.0)

development

The responses from the Regional, District Sports Officers and Tutors of Malya Sports Institute have been divided into small tables as per table 11 table (A-J). The “yes” responses indicate the presence of effective sports governance at a local level and effectiveness of a central leadership structure for sport development and more results shows no on the level of sports recognition in the development policies, existence of sport policy and strategic plan, involvement of private sector and use of public-private partnerships and also in governance of the NSC of Tanzania. Also, some of the responses answer “I don’t know” which has dominated to the existence of sports policy and strategic plans and on the adequacy of legislation and regulation affecting sports development

In table 12 shows the average of 2.97 and the different of 0.695 for the National sport council of Tanzania on its successfully achieved objectives as stipulated in the National sport council Act No.12 of 1967 and as amended in the Amendment Act No.6 of 1971 which mean the Act is partially achieved according to scale of categorization.

Table 7 frequency analysis for Regional/District and Tutors of Malya Institute

QN	YES	NO	DON'T KNOW	NO ANSWER	TOTAL
Level of recognition given in development policies					
Sport recognition	9(28.1)	23(71.9)	0	0	32(100.0)
Priority sector by government	10(31.3)	22(68.8)	0	0	32(100.0)
Priority sector by a department	8(25.0)	23(71.9)	1(3.1)	0	32(100.0)
Extent and nature of national programmes for sustainable sports development					
Implementation of NSC functions have been successful	19(59.4)	9(28.1)	4(12.5)	0	32(100.0)
Coordination between NSC and Regional/District Sport Committees	14(43.8)	18(56.3)	0	0	32(100.0)
The existence of sports policy and strategic plans					
Sport policy	23(71.9)	9(28.1)	0	0	32(100.0)
Sustainable sport development	15(46.9)	17(53.1)	0	0	32(100.0)
Signatory of UNESCO Charter	21(65.6)	6(18.8)	5(15.6)	0	32(100.0)
Financial and fiscal implication	8(25.0)	23(71.9)	1(3.1)	0	32(100.0)
Sport strategy/master plan	4(12.5)	26(81.3)	2(6.3)	0	32(100.0)
Consultation of key stakeholders	9(28.1)	18(56.3)	5(15.6)	0	32(100.0)
Up to date and revision planning	6(18.8)	20(62.5)	6(18.8)	0	32(100.0)
Actions and responsibility	7(21.9)	17(53.1)	8(25.0)	0	32(100.0)
Implementation and monitoring of the policy/strategy and plan					
Effective implementation	6(18.8)	24(75.0)	1(3.1)	1(3.1)	32(100.0)
Stakeholders fully involved	7(21.9)	20(62.5)	4(12.5)	1(3.1)	32(100.0)
Progress and result monitored	5(15.6)	15(46.9)	7(21.9)	5(15.6)	32(100.0)
Adequacy of legislation and regulation affecting sports development					
Specific sport legislation	18(56.3)	7(21.9)	5(15.6)	2(6.3)	32(100.0)
Fully implementation of sport legislation	8(25.0)	19(59.4)	5(15.6)	0	32(100.0)
Local level roles and responsibilities	13(40.6)	16(50.0)	3(9.4)	0	32(100.0)
Current legislation meet the current needs	6(18.8)	21(65.6)	5(15.6)	0	32(100.0)
Assisted in sustainable sport development	6(18.8)	17(53.1)	7(21.9)	2(6.3)	32(100.0)
Effectiveness of a central leadership structure for sport development					
Dedicated ministry, department/unit within the government	31(96.9)	1(3.1)	0	0	32(100.0)
Separated governmental delivery agency for sport	18(56.3)	12(37.5)	2(6.3)	0	32(100.0)
Sport governance bodies operate effectively	8(25.0)	23(71.9)	1(3.1)	0	32(100.0)
Skill needs within sports governance	13(40.6)	16(50.0)	3(9.4)	0	32(100.0)

Global and region bodies engagement	20(62.5)	12(37.5)	0	0	32(100.0)
Engagement of stakeholder interests in regional sports governance					
Ministries sport governance structure	18(56.3)	13(40.6)	1(3.1)	0	32(100.0)
The range of stakeholders in sport governance	16(50.0)	13(40.6)	3(9.4)	0	32(100.0)
National sport governance structure	19(59.4)	10(31.3)	3(9.4)	0	32(100.0)
Multi-stakeholders structure	13(40.6)	18(56.3)	1(3.1)	0	32(100.0)
Promote stakeholders buy-in	10(31.3)	15(46.9)	3(9.4)	4(12.5)	32(100.0)
Involvement of private sector and use of public-private partnerships					
Clear and active structures	11(34.4)	18(56.3)	3(9.4)	0	32(100.0)
Existing private sector structures	9(28.1)	20(62.5)	3(9.4)	0	32(100.0)
Private sector engagement	5(15.6)	16(50.0)	8(25.0)	3(9.4)	32(100.0)
Encouragement of business model in sports	13(40.6)	16(50.0)	3(9.4)	0	32(100.0)
Effective of sports governance at a local level					
Effective local government structures	16(50.0)	14(43.8)	1(3.1)	1(3.1)	32(100.0)
Effective coordination between national, regional and local sport governance	19(59.4)	13(40.6)	0	0	32(100.0)
Local community involvement	20(62.5)	11(34.4)	1(3.1)	0	32(100.0)
NGO's and civil society involvement in local structures	15(46.9)	15(46.9)	1(3.1)	1(3.1)	32(100.0)
Local level structures working effectively	7(21.9)	17(53.1)	2(6.3)	6(18.8)	32(100.0)
Sufficient experience for locally sport governance	9(28.1)	20(62.5)	3(9.4)	0	32(100.0)
Governance of the NSC of Tanzania					
Current NSC structure attainment of it objectives	11(34.4)	16(50.0)	5(15.6)	0	32(100.0)
Current sport policy and legislation meet the demand of global sport development	10(31.3)	21(65.6)	1(3.1)	0	32(100.0)

Table 8 Mean (SD) for Regional/District and Tutors of Malya Institute

QN	TOTAL NO.	MEAN	STD DEVIATION
NSC successfully achieved its objectives	32	2.97	0.695

The results from the officials of National Sports Associations/Federations have shown “no” in many answers and “I don’t know”. Also, some of the responses did not answer some questions as indicated in table 13. In table 14 shows the average mean of 3, implying partial achievement, and the difference of 0.984 due to the scale of categorization.

Table 9 frequency analysis for officials of National Sports Associations/Federations

QN	YES	NO	DON'T KNOW	NO ANSWER	TOTAL
Level of recognition given in development policies					
Sport recognition	4(9.1)	37(84.1)	1(2.3)	2(4.5)	44(100.0)
Priority sector by government	4(9.1)	38(86.4)	0	2(4.5)	44(100.0)
Priority sector by department	4(9.1)	38(86.4)	0	2(4.5)	44(100.0)
Existence of sport policy and strategic plans					
Sport policy	23(52.3)	19(43.2)	1(2.3)	1(2.3)	44(100.0)
Sustainable sport development	9(20.5)	33(75.0)	2(4.5)	0	44(100.0)
Signatory of UNESCO Charter	2(4.5)	39(88.6)	3(6.8)	0	44(100.0)
Financial and fiscal implication	5(11.4)	38(86.4)	1(2.3)	0	44(100.0)
Sport strategy/master plan	5(11.4)	36(81.8)	3(6.8)	0	44(100.0)
Consultation of key stakeholders	1(2.3)	38(86.4)	5(11.4)	0	44(100.0)
Up to date and revision planning	3(6.8)	36(81.8)	4(9.1)	1(2.3)	44(100.0)
Actions and responsibility	25(56.8)	12(27.3)	7(15.9)	0	44(100.0)
Implementation and monitoring of the policy/strategy and plan					
Effective implementation	1(2.3)	41(93.2)	2(4.5)	0	44(100.0)
Stakeholders fully involved	2(4.5)	39(88.6)	3(6.8)	0	44(100.0)
Progress and result monitored	2(4.5)	36(81.8)	6(13.6)	0	44(100.0)
Adequacy of legislation and regulation affecting sports development					
Specific sport legislation	22(50.0)	17(38.6)	5(11.4)	0	44(100.0)
Fully implementation of sport	4(9.1)	35(79.5)	5(11.4)	0	44(100.0)

legislation					
Local level roles and responsibilities	4(9.1)	35(79.5)	5(11.4)	0	44(100.0)
Current legislation meet the current needs	5(11.4)	35(79.5)	4(9.1)	0	44(100.0)
Assisted of sustainable sport development	4(9.1)	32(72.7)	7(15.9)	1(2.3)	44(100.0)
Effectiveness of a central leadership structure for sport development					
Dedicated ministry, department/unit within government	39(88.6)	5(11.4)	0	0	44(100.0)
Separated governmental delivery agency for sport	10(22.7)	30(68.2)	4(9.1)	0	44(100.0)
Sport governance bodies operate effectively	3(6.8)	39(88.6)	2(4.5)	0	44(100.0)
Skill needs within sport governance	6(13.6)	37(84.1)	1(2.3)	0	44(100.0)
Global and region bodies engagement	16(36.4)	24(54.5)	4(9.1)	0	44(100.0)
Engagement of stakeholder interests in regional sports governance					
Ministries sport governance structure	10(22.7)	30(68.2)	4(9.1)	0	44(100.0)
Range of stakeholders in sport governance	7(15.9)	34(77.3)	3(6.8)	0	44(100.0)
National sport governance structure	6(13.6)	34(77.3)	3(6.8)	1(2.3)	44(100.0)
Multi-stakeholders structure	4(9.1)	35(79.5)	5(11.4)	0	44(100.0)
Promote stakeholders buy-in	5(11.4)	35(79.5)	4(9.1)	0	44(100.0)
Involvement of private sector and use of public-private partnerships					
Clear and active structures	2(4.5)	39(88.6)	2(4.5)	1(2.3)	44(100.0)
Existing private sector structures	8(18.2)	31(70.5)	3(6.8)	2(4.5)	44(100.0)
Private sector engagement	3(6.8)	33(75.0)	7(15.9)	1(2.3)	44(100.0)
Encouragement of business model in sports	5(11.4)	35(79.5)	3(6.8)	1(2.3)	44(100.0)
Effective of sports governance at a local level					
Effective local government structures	16(36.4)	25(56.8)	2(4.5)	1(2.3)	44(100.0)
Effective coordination between national, regional and local sport governance	10(22.7)	30(68.2)	3(6.8)	1(2.3)	44(100.0)
Local community involvement	12(27.3)	27(61.4)	4(9.1)	1(2.3)	44(100.0)
NGO's and civil society	5(11.4)	36(81.8)	2(4.5)	1(2.3)	44(100.0)

involvement in local structures					
Local level structures working effectively	5(11.4)	36(81.8)	2(4.5)	1(2.3)	44(100.0)
Sufficient experience for locally sport governance	5(11.4)	38(86.4)	0	1(2.3)	44(100.0)
Governance of the NSC of Tanzania					
Current NSC structure attainment of it objectives	5(11.4)	33(75.0)	2(4.5)	4(9.1)	44(100.0)
Current sport policy and legislation meet the demand of global sport development	7(15.9)	34(77.3)	1(2.3)	2(4.5)	44(100.0)

Table 10 Mean (SD) for officials of National Sport Associations/Federations

QN	TOTAL NO.	MEAN	STD DEVIATION
NSC successfully achieved its objectives	44	3.09	0.984

4.2. OPEN-ENDED QUESTION

An inductive analysis is particularly appropriate for studies that intend to develop theory, rather than those that intend to describe a particular phenomenon or verify an existing theory (Wildemuth, 2017) Generally this part shows the results for open-ended question according to the position of the respondents.

4.2.1. Results for the current and retired chairpersons of National Sports Council of Tanzania

The questionnaires were targeted to the current and two retired Chairpersons. According to their responses, the current Chairperson was appointed in 2018 while the other two were appointed in 2006 and 2014 respectively. All of them indicated that the Minister responsible for sports appointed them while the CEO is an appointee of the Minister after receiving some recommendations from the Council.

Their main recommendations from Chairpersons were as follows:

- 1) “While the basic structures and guidelines for effective management of the National Sports Council are in place, there is a need to educate the members of the Executive Committees on the best practices applied in efficiently-run organization worldwide. Having the structures and guidelines is one thing and effective execution is the other. I believe that the necessary training/exposure to members of the Executive Committee would help a great deal in enhancing the capacity of the Council”
- 2) “The council depends more on the government directives”
- 3) “The NSC belongs to the government and implements the government programs”

4.2.2. Responses from the current and former Secretary General of the National Sport Council of Tanzania

Only three respondents were available to fill in the questionnaires forms. They all mentioned April 1967 as the date of establishment of the National Sports Council and they mentioned the Executive Committee of the NSC as an organ responsible for the appointment of the CEO whereas one mentioned the responsibility to be vested under the Executive Council of the NSC after the approval of the Minister responsible for Sport. None of them described the vision and mission of the NSC. All of them managed to explain the function of the Council as per section 4 of the National Sports Council Act. No. 12 of 1967.

However, they differed on the number of members constituting the Executive Committee (Board). Whereas two of them mentioned 9 and 13 members respectively, the other member referred to section 3(2) of the National Sports Council Act No. 12 of 1967 related to constitution and proceedings of the council (p.4)”

On the main stakeholders of the NSC, the first respondent, mentioned government, sport federations/associations, education institutions

(all levels), sports sponsors and donors and developments partners (both national and international) whereas the second respondent described the stakeholders as “the National sport associations, Sport Clubs, Districts, and Regional Sports Associations. The third respondent mentioned the stakeholders as the National Sport Associations only.

With regards to the grants and funding partners that sustain the NSC’s activities, all of them mentioned the government through the annual budget, sponsors subsidy and other fees.

Only one respondent referred to the presence and application of the strategic plan, the presence of attainment of the set objective, attainment of the national objectives through sports, adherence to the mission and vision of the council as the means through which the NSC attracts more funding and political support for the attainment of its objectives. The other two respondents did not give a reply on the same.

The other question was how the NSC responds to the on-going demands for professionalization and commercialization of sports. The response was focused on “Education policy whereby Sports officers are allowed to apply for further education within the country and abroad to

ensure that the council has more qualified personnel for its works. Also, the respondent maintained that there have some opportunities for collaboration with both internal and external organizations for both professionalization and commercialization, the second respondent said, “the NSC can attract more funding and political support for the attainment of its objectives through the national policy”.

Regarding the governance challenges of the National Sports Council, the first respondent mentioned lack of enough skilled personnel, less skilled sports leaders of sports associations/federations and budgetary constraints within the sports sector. The other respondent mentioned lack of knowledgeable and skilled manpower, lack of political will, lack of funding sources and lack of creativity while the third one attributed the challenges to lack of skills in sports management.

Apart from those general questions about the governance of the NSC they also responded to other questions concerning the level of recognition given in the development of policies whereby some respondents said that low level of understanding of the role of sports in development among the decision-making organs also affect the sports governance performance as a

whole. Other responses mentioned the lack of political will and low level of understanding of the benefits of sports to individuals, families, communities and a nation as a whole.

Regarding the reasons for holding back the implementation of policy and strategic plan, the responses attributed it to insufficient funds for the implementation while others said is due to ineffective policies, lack of strategies, weak coordination and budgetary implication.

There was a question as to whether sustainable sports development is assisted or held back by regulations. The response was that the regulations are outdated to meet the requirements of the current sustainable sports development thus a need to be reviewed.

With regards to the general comments or remarks, some considered some of the questions to be a bit ambiguous to be able to give appropriate answers.

However, most of the comments called for a total sports sector reform to meet the current sports demands and sustainable sports development.

4.2.3. Result for staffs of NSC and Department of sport development

Factors inhibiting the Recognition afforded to sport

- Weak policies and lack of political will
 - Sport is not part of the government priorities
 - Top government leadership do not consider sport as an important to the people and the country as a whole
 - Scarcity of resources and inadequate strong sport personnel to influence the allocation of funds/resources and influence decision on the sector
-

Reasons for holding back the implementation of policy and strategic plan

- Financial constraints, lack of knowledge and weak leadership
 - Inadequate resources and low priority attached to sports
 - Insufficient resources
-

Extent on which public-private partnerships used in sports development and management

- Poor management in sport does not attract partnerships
 - Very few companies engaged in sports sponsorships
 - Very limited engaged in sports and football in particular
 - The undesirable quality of sports environment does not attract partnerships
-

Governance challenges of National Sports Council of Tanzania

- The current legislation does not match with the current demands
- Weak legislation and lack of technical know how
- Lack of funding and weak management
- Lack of fund leading to poor operations
- Political interference in decision-making
- Out-dated National Sports Council Act
- The outdated laws and regulations governing the Council

- The scarcity of resources to run the planned programs and sports policy implementation
 - Inadequate resources and negative perception towards sport
 - Stakeholders' awareness on NSC Law and budget allocation
 - Insufficient sports expertise
-

Comments/Remarks

- No plans for sports development
- It's high time now the sports policy be reviewed to meet the current environment
- The NSC has partially achieved its objectives
- It is recommended that NGOs, the private sector and the government work together to develop sport in the country
- We still, have a long way to go since sport is not a priority at all levels hence the need for the NSC to be proactive on finding ways of changing the current situation, influence the authorities from low to higher levels and put sport as one of the sectors to be developed and allocated some resources

-Convincing power and show that sport can contribute to economic, peace and social development

-NSC needs to update its laws in line with the technological developments

4.2.4. Regional/District and tutor of Malya Institute of Sport Development

Factors which inhibiting the Recognition afforded to sport

-Budget constraints

-Lack of priorities and poor planning

-Sport is not well addressed in the National constitution

-Political interference in sport

Reasons for holding back the implementation of policy and strategic plan

-Ineffective implementation of both the existing sports policy and strategic plan

-No financial allocated to sport

-A tendency of putting non-professional people to implement and supervise sport programs

-Existing policy does not reflect the current sport demands

Extent on which public-private partnerships used in sports development and management

-Few companies engaged in sport sponsorship

Governance challenges of National Sports Council of Tanzania

-Weak policy and poor governance structure

-Inadequate sports ethics and professionalism

-Insufficient budget allocation by government

-Weak sports structure from a lower to national levels

-Political interference

Comments/Remarks

-Both the policy and sports law are outdated and cannot meet the current governance demands

- The government must allocate funds for sports development from the village, ward, division, district, and regional levels
 - Emphasis should be put on good managerial functions
 - The structure of the NSC has to be reformed for improved implementation of the NSC functions
 - The NSC should raise funds from various sources for the development of sports and implementations of its functions
 - Government support is very important for the development of sports
-

4.2.5. Results for the officials of the National Sport Association

Comments/Remarks

- A challenge with the NSC is not how to merge the current sports policies, national and global sports demands but how to implement the plans and programmes.
- Many excuses, no shared plans, weak implementation and lack of evaluation
- The NSC has no vision that that determine where it want to be

- Lack of investment in sport sector
- No sharing of information
- The NSC needs to learn best practices from other countries like Kenya on how the NSC of Kenya works, Sports for people with disabilities are funded and afforded due attention
- The NSC has partially achieved its objectives by introducing and popularizing many and new sports all over country but the most cry is football gets more attention in terms of funding and sponsorship than any other sports discipline.
- Some of the questions were hard to answer due to little knowledge on the NSC
- The NSC does not support the National Associations to perform their duties
- No achievement without money and planning

4.3. GENERAL OVERVIEW OF RESULTS

4.3.1. Role and Responsibilities of the Executive Committee

3/3 of “no” from chairpersons group signifies that no acquainted training targeted for the chairperson and members of the National Sport Council. The number of respondents who agree are aware about their roles and responsibilities because of experience they have in sport industry, others respondents who disagree are not aware and also don't have experience in sports. This results into weak board members and leading to an organizational inefficiency.

4.3.2. Organization Structure

Large number of “no” responses on effectiveness of central leadership structure for sport development and the effective of sports governance at local level is an indication of weak structure of governance sports in the country.

4.3.3. Body size

The ambiguous number of board members on the item of numbers constituting the executive committee/board of NSC signifies lack of

understanding of the exact number of members of NSC or inability to translate the relevant article related to the members constituting the board. It has been noted under the NSC Act No. 12 of 1967 section 3(2); constitution of council that the number is seven or more.

4.3.4. Roles and functions

The balancing of neither “agree” and “disagree” on the achievement of the NSC’s objectives is an indication of the organization being at crossroads to move ahead. As mentioned by some of the respondents, the Council faces a lot of challenges ranging from budgetary constraints, weak structures, ineffective governance tools and skilled manpower only few to mention. Under such circumstances, it becomes very difficult for the Council to successfully realize its objectives.

4.3.5. Policy and strategic plans

Large number of “no” responses signifies the weak policies and strategies required in the governance of NSC. As it has been indicated, sport is not part of the priority sectors in terms of resourcing thus receiving very little attention on policy development. Apart from weak policies, the NSC has existed over years without sports development strategy and probably due to

less attention attached to sport, lack of skilled personnel and absence of bearing to determine where it wants to go. This might be a clear indication that the policies are no longer sufficient and sustain the current global sports governance demands. Furthermore, even where the sports policy has been acknowledged together with the strategic plan, their implementation encounter a lot of huddles due the fact that they also depend on other factors like funding, planning and manpower for effective realization of the intended goals.

4.3.6. Governance as network, partnership, cooperation, collaboration as an authority

The responses under this item seem to be characterized by mixed feelings. The replies indicate that some respondents are not aware of who are the stakeholders of the NSC or the meaning of the term “stakeholders”. The role of stakeholders in the whole process of sport development is very crucial and thus the whole process of engagement, networking and collaboration becomes key in governance of sport organizations. With the large number of “no” replies, it indicates that the NSC is either not aware of the role played

by the private sector under the public-private partnership model or unknowingly disregarding the interests of other stakeholders.

CHAPTER 5. Discussions

5.1. Governance of NSC of Tanzania

For the purpose of this research, governance is considered to be the processes of establishing policies, structures, functions, management/power and monitoring the performance expectations for proper implementation (good governance). The discussion under this part covers policies and legislations structures, and functions for the governance performance of the NSC of Tanzania.

5.1.1. Sports policies

According to (Hoye R. , 2003), Government policy affects sport at all levels. Many countries in the world have their own sports policies just it is in Tanzania. The current national sports development policy was published in 1995. Its main objectives are as follows:

1. To clarify the importance of sports in community
2. To set up plans and aims for sports development

3. To define the roles and providing guidelines to various sports governing bodies like the National Sports Council, and Sports Associations/Federations.
4. To provide guidelines on the engagement of other sectors whose role in the development of sport is greater importance
5. To engage financial institutions, private sector and, individuals in the financing sports development in the country
6. To define the orderly structure for management of the development of sports in Tanzania.

Source: URT (1995)

In order to realize the policy targets, the policy document describes the main goals for sports as follows:

1. Promotion of public participation in sport and physical activity
2. Access to sports infrastructure, adequate and better sports gear for the enhancement of sports development;
3. Preparation of sufficient experts in the profession and various sports disciplines;

4. Assurance to the teams and athletes of better performance in international competitions;
5. Research for revival and promotion of traditional sport and games;
6. Cooperation with foreign countries in the provision of both physical education and sports education.

Source: URT (1995)

On the part of the NSC, paragraph 5.1.2 of chapter 5 of the policy, describes the role of NSC as a sole government agency with the role of controlling, promoting and regulating sports activities in the country. The policy states that, NSC shall be responsible for registration, coordination and managing sports associations/federations, clubs and other sports organizations,

5.1.2. The National Sports Council Act. No. 12 of 1967 and the Amendment Act. No. 6 of 1971

The National Sport Council of Tanzania is a statutory authority of the government of the United Republic of Tanzania, established in 1967 responsible for the provision of strategic guidance and leadership for

sporting activity in Tanzania. The Council works in collaboration with National sport organization, Regional and Districts Sports Committee, Community organizations and other stakeholders to ensure sports services are available and accessible to everyone. The council has a total of 53 members sports associations/federations

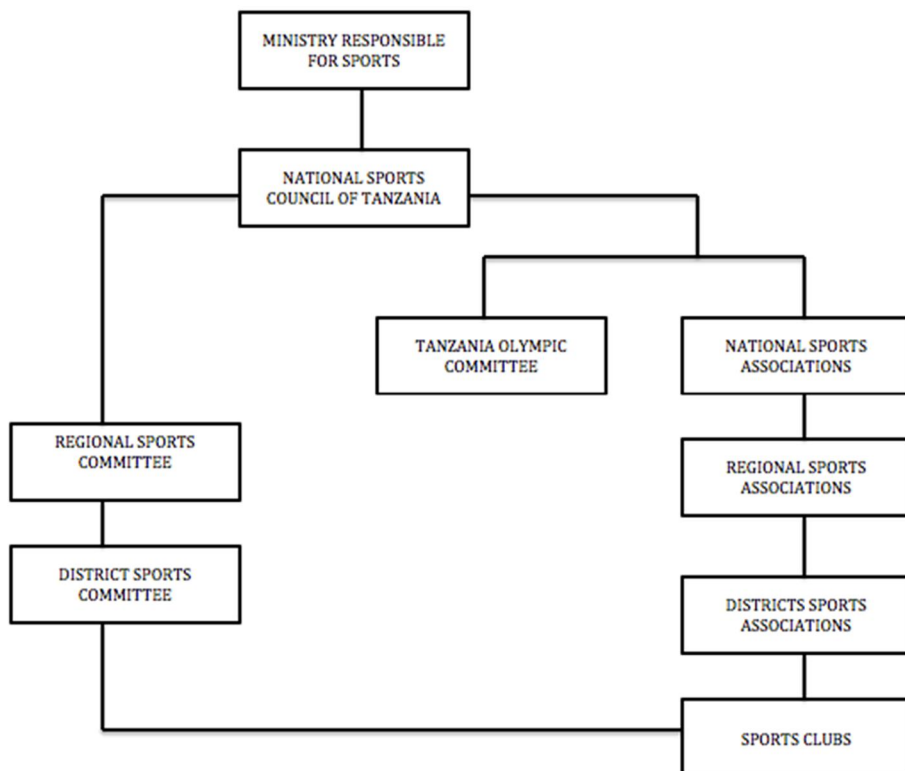


Figure 2 Conceptual structure of governance of sports in Tanzania

5.1.3. The governance structure of National Sport Council

The NSC is comprised of the Chairman, who is an appointee of the Minister responsible for sports; seven or more members also appointed by the minister of sports as per NSC Act No. 12 of 1967 section 3(2) regarding the constitution of Council. Likewise, each National Sport Association affiliated to the NSC has an opportunity to be represented in the Council. The NSC have other employees as well, including the Secretary General, Treasurer, other officers and servants who are appointed from time to time to perform the daily activities of the Council.

5.1.4. The functions of the NSC

According to the NSC Act. No. 12 of 1967 and as amended in Act. No. 6 of 1971, the Council is charged with the following functions:

- a. To develop, promote and control all forms of sports on a national basis in conjunction with sports association by providing;
 - i. Training and other staffs
 - ii. Grants in aid to the national sports association
 - iii. Stadia, playing fields, and other facilities

- iv. Sports equipment and other sports items as may be necessary
for the accelerated development of sports
- b. To encourage and facilitate co-operation among the various
national sports association
- c. To approve international and national sports competitions and
festivals organized by national and other sports associations
- d. To organize, in consultation with the national sports association,
national, international and other sports competitions and festivals as a means
of exchanging experience and fostering friendly relation with other nations
- e. To stimulate general interest in all sports by their organization at
all levels and
- f. To plan a general policy of sport promotion

5.2. FINDINGS

The overall purpose of this study was to examine the overall governance practices of the NSC and how it responds to the growing global demands of good governance. The investigation covered the period from its establishment to present.

Both the NSC governing documents and the responses from the questionnaires have revealed that the NSC of Tanzania has some governance challenges emanating from the existing policies which do not meet the current global sports governance demands. The NSC Act No.12 of 1967 and the amendment Act No. 6 of 1971 was established at a time when Tanzania was under one-party state system. Despite of a shift to multi-party state system from 1995 and with political, economic, social and technological developments, very little has been done to cope with the current situation. There are several factors affecting governance, which might not have been considered, but as expounded by (Bugg & Dallhoff, 2006), there are number of trends and challenges that impacting governance among Canadian non-profit and voluntary sectors including change of demographics that most of time required increased various services,

diversity of population and graying of the volunteer base. They also identified the shifting in the funding environment which required greater demand of reporting (transparency), accountability on part of funders and donors, changing from corporate philanthropy to sponsorship and changing from operating funds to program and project-based funding, lack of quality resources such as human resources example directors, top talents and funds.

Tanzania is experiencing a low level of understanding on the role of sports to the country and its people amongst the decision makers such that it does not receive its due attention that it deserves

As expressed by various respondents, there has been a great concern related to legislation, board size, role and responsibilities of members of NSC, functions, and finding that are amongst the challenges of the governance of the Council. The following are some of the statements that have been produced by some of the respondents on how they view the current sports law/legislation:

1. “Need for a total sports sector reform to meet the current sports demands and sustainable sports development”(secretary general position)

2. “The current legislation does not match with the current demands”
(NSC staffs and department of sports development)
3. “Both policy and sports law are outdated and cannot meet the current governance demand” (Regional, District, and Tutors of Malya Sport Institute)

As stated in Chapter four, the number of members of the Executive Committee or Board is unclear or ambiguous to the respondents. According to the responses, while one group mentioned the Board to have 13 members, the other two groups identified 9 members. As a whole, the size of board matters a lot for the success of the organizations.

According to the (The Australian Institute of Company Directors, 2013) the size of a board is a factor that can influence the organizations effectiveness. It is not necessary to have bigger Boards for the realization of intended achievements. With a smaller board, all members knew that their responsibilities were significant and that in order for the board to fulfill its mandate, they had to take time and effort to be involved. (Hoye & Cuskelly, 2007)

The role and responsibilities of the members should be clearly expressed for the Boards members to understand their duties. The NSC Act No.12 of 1967 clearly underscores that most of the member should be recruited from sports associations/federations affiliated. Logically, the main reasons here is to have members who have experience in sports industry as substantiated by (The Australian Institute of Company Directors, 2013) who contends that in order to be effective a board needs the right group of people, with an appropriate mix of skills, knowledge, and experience. The need for training of the board members has also been stressed by one of the respondents as follows:

“While the basic structures and guidelines for effective management of the National Sports council are in place, there is a need to educate the members of the executive committees on the best practices applied in efficiently-run organization worldwide. Having the structures and guidelines is one thing and effective execution is the other. I believe that the necessary training/exposure to members of the executive committee would help a great deal in enhancing the capacity of the Council”(Response from Chairpersons group)

As a whole, the current NSC environment and practices do not support the Board members to be aware of their roles and responsibilities and what they're expected of. In order to alleviate the existing situation, the functions of the NSC of Tanzania should be reviewed to address the fast changing environment to meet the current requirements. This may provide a clear vision for development of sport at all levels in the country. As articulated by (The Australian Institute of Company Directors, 2013), A vision by its nature is usually aspirational. It sets out what the organization wants to accomplish into the future, and should be something that inspires members, staff, volunteers, financial supporters and others

Unfortunately, as stated by some of the respondents, the NSC have no vision that can be achieved and there is nothing that can be done in sports investment or sharing as a lessons to learn as long as the organization does not know where it wants to go or to be.

Again, as pointed out by some of the respondents, since sport is not considered as a priority at all levels, the NSC needs to be proactive and creative on how to improve the current situation, lobbying to influence the

authorities at higher levels to consider sport as one of sectors to be developed and be allocated some resources for healthy sport development.

Indeed, the study has proved that the current governance practices of the NSC of Tanzania do not support the development of sports in the country due to less attention attached to it in terms of policies development. This matches with low level of understanding of the role of sports development among decision-making organs as acknowledged by some of the respondents. Some respondents from both the Staffs and Regional Sports Officers groups vividly acknowledged that “Sport is not part of the government priorities and experiences poor planning”.

Parts of the reasons ineffective governance of the NSC as underscored by different respondents are as follows:

“Budgetary constraints is the main reason for holding back the implementation of policy and strategic plan”

“Ineffective policies, no strategy, no master plan and weak coordination” (Secretary Generals’ group)

“Financial constraints and lack of knowledge and weak leadership”
(Staffs’ group)

“No effective implementation of both the existing sports policy and the NSC strategic plan” and, “the quality and the general sports environment do not attract public-private partnership or engagement of business communities in the management and sponsorship of sports. The existing working environment of the NSC is not conducive for business partnerships and inhibiting both organizational growths (Regional Sport Officers’ group)

5.3. The governance theory of NSC of Tanzania

According to (Hoye & Cuskelly, 2007) citing the theory written by Cornforth in the sports management series, there are eight theoretical perspectives on organizational governance. These include the agency theory, stewardship theory, institutional theory, resource dependence theory, network theory, stakeholder theory, democratic perspective and managerial hegemony theory. These theories are further clarified in table 15 below.

Table 11 Theoretical perspectives on organizational governance

Theory	Interests	Board members	Board role
Agency theory	Owners and managers have different interests	Owner's representatives	Compliance and conformance
Stewardship theory	Owners and managers have the same interests	Experts	Enhance performance
Institutional theory	Stakeholders and the organization have different interests	Influenced by external organizations	Compliance and conformance
Resource dependence theory	Stakeholders and the organization have different interests	Selected for the ability to influence other organizations	Build relationships with other organizations
Network theory	Stakeholders and the organization have different interests	Selected for ability to influence other organizations	Secure resources to support the organization
Stakeholder theory	A diverse range of interests among stakeholders	Stakeholder representatives	Balancing stakeholder needs
Democratic perspective	A diverse range of interests among stakeholders	Lay representatives	Represent constituents and reconcile differences
Managerial hegemony theory	Owners and managers have different interests	Owner's representatives	Symbolic

(Source: Adapted from Cornforth (2003))

Despite of all the challenges, the NSC seem to base on stewardship theory where the owner and managers have the same interests and the board members are experts and the board role is to enhance the performance of the organization. The author added that the theory focuses more on the internal monitoring issues of governance. Both owner and managers are motivated by a need for achievement, responsibility, recognition, and respect for

authority, rather than seeking to maximize their own interests over those of stakeholders, on contrary to UK Sport (2004) guidelines for good governance that emphasize the need for the board to monitor compliance issues.

CHAPTER 6. Conclusions

6.1. Recommendation

Given the findings and with the highlighted constraints, the NSC is still far from reaching the better governance practices. In order to shift from where it is currently stuck, it needs to overhaul its governance systems and processes for a total reform for the improvement of both the organizational performance and governance standards. As opinionated by (Hoye & Cuskelly, 2007) there are three ways of governance change, namely;

- (1) Reform of existing systems and structures;
- (2) Merger or combining with another entity; and
- (3) A recommendation for closing down an organization.

They came out with the conclusion that the most common form of governance change that is suitable for sport organization's boards is a reform of governance systems and structures. They further added that the motive force for implementing recommended governance reforms may be greater if a government sports agency insists on that changes to be made in order to meet future funding and service agreement conditions. To achieve

this, it needs dedication and commitment of the leaders to focus on their role and play their part effectively. UK Sport (2003) suggested that reforms should focus on developing systems and processes that adhere to best practice guidelines, the development of a long-term strategic plan, developing a strategic review procedure, and clarifying the governance roles and responsibilities of the board and CEO.

While calling for a total reform of both systems and processes, other key components on governance as explained by many scholars and as seen in the literature review should also be put into consideration. This include the seven principles suggested by (Henry & Lee, 2004) cited in (Beech & Chadwick, 2004) as part of the governance practices that could be applied by the NSC of Tanzania. The recommended principles to be put in practice in its reform processes and operationalization of its activities include but not limited to:

- 1) **Transparency:** The NSC should clarify its procedures in determining its direction and making its decision. It should understand that it is charged with the care of a public good and therefore it is obliged not simply to act in a fair and

consistent manner but also to be seen to do so. Thus their inner workings should as far as possible be open to public scrutiny.

- 2) **Accountability:** The NSC should bear in mind that much as it is responsible to financial investors through financial reporting procedures, but also should be aware that none of those investors will keep on injecting funds in organization which is not accountable to its all other stakeholders.
- 3) **Democracy:** The agency should accessible and available to internal constituencies and its owners particularly in making decisions for the public good.
- 4) **Responsibility:** The NSC should be responsible for the sustainability of its existence, its functions and stewardship of their resources and those of the community served.
- 5) **Equity:** The NSC, in its transformation processes as well as implementation of its activities should take seriously the principle of the treatment of its constituencies – for example, gender equity in the treatment of Board members, affiliates sports participants and in terms of positions within the

organization; and equity in the treatment of sports participants and employees with disabilities.

- 6) **Effectiveness:** the NSC should institute some effective measures for monitoring and reviewing its activities with measurable and attainable targets.
- 7) **Efficiency:** the NSC should aim at achieving its goals with the most efficient use of the available resources.

6.2. Limitation of the Research

The researcher has encountered several challenges during the process of data collection including unwillingness of some of the participants to be involved in the online interview. Consequently, the study opted to conduct the research through self-administered questionnaires and some of them could not bring back their responses and others brought back with no answers. Also, as previously mentioned the absence of research topic in the Africa region made it difficult to some relevant and related information from within the region. The researcher has heavily relied on the available literatures mostly covering studies in Europe, the Americas, and Asia. However even those from other regions most of them refer to

governance on sports organizations and very rarely to find those directly related on the studies or research on the governance of government sports agencies.

6.3. Conclusion

As aforementioned, a total and complete transformation is necessary for the NSC to operationalize its functions effectively and efficiently. This could be done through a number of ways including undertaking proper procedures in reviewing the sport Development Policy as well as the National Sports Council Act. No.12 of 1967 and the Amendment Act No. 6 of 1971. The required procedures include engagement and involvement of all stakeholders, experts in the field and consultation of relevant literatures. Ultimately, the documents will provide required guidance for all necessary formalities to put in place processes and systems that will allow the governance practices of the NSC to meet the globalization demands and the current sports governing environment for enhanced performance.

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Appendix

Survey Questionnaire

Questionnaires earmarked to the current/former Staffs of the National Sport Council of Tanzania and the Department of Sports Development.

Policies and programs

1. The position of sport in development policies and programs

The level of recognition given to in development policies

- a. Is sport and physical education given sufficient coverage and recognition in studies and frameworks for development in the country?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Is sport considered a priority sector by government in its own development policies?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Is sport recognized as a priority sector by departments of government that impact on the sector's development?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. What factors may be inhibiting the recognition afforded to sport?

2. The extent and nature of international assistance for sustainable sports development

- a. Are there any major current or recent projects or initiatives in sports and physical education that are receiving international assistance?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. In general, is it considered that current and recent assistance projects have been successful and can any lessons be learnt from them?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Is there sufficient coordination between international agencies in their support for sustainable sports development?
 - i. Yes
 - ii. No
 - iii. I don't know

3. Sports development policy and regulatory framework

The existence of a Sport policy and strategic plans, sufficient to guide the development of sports

- a. Is there a clearly elaborated sport policy?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Does the policy commit to the elements of sustainable sport development?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Is the country a signatory of the UNESCO Charter on Physical Education and Sport, and does the policy reflect this?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. Is consideration given to the financial and fiscal implications of a policy to support sport development?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. Is there a well-researched and comprehensive national sport strategy and/or master plan for sports development?
 - i. Yes
 - ii. No
 - iii. I don't know
- f. Does the preparation of the sports policy and strategy/master plan involve consultation and engagement with all key stakeholders?
 - i. Yes
 - ii. No
 - iii. I don't know
- g. Is the sport strategy/master plan up to date and is a revision planned?
 - i. Yes
 - ii. No
 - iii. I don't know
- h. Are actions and responsibilities clearly set out and costed in the plan?
 - i. Yes
 - ii. No
 - iv. I don't know

4: The implementation and monitoring of the policy/strategy/plan

- a. Is the sport policy/strategy/plan being effectively implemented?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Are all relevant stakeholders fully involved in its implementation?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. What may be holding back implementation?
.....
.....
- d. Are progress and results being monitored and reviewed?
 - i. Yes
 - ii. No
 - iii. I don't know

5: The adequacy of legislation and regulations affecting sports development

- a. Is there specific sport legislation that is fit for purpose?
 - i. Yes
 - ii. No
 - iii. I don't know
 - b. Is the sport legislation fully implemented?
 - i. Yes
 - ii. No
 - iii. I don't know
 - c. Does sport legislation adequately reflect local level roles and responsibilities?
 - i. Yes
 - ii. No
 - iii. I don't know
 - d. Does the current legislation meet the current needs of sustainable sport development and is it enforced in the sector?
 - i. Yes
 - ii. No
 - iii. I don't know
 - e. Is sustainable sport development assisted or held back by regulations and how they are applied?
 - i. Yes
 - ii. No
 - iii. I don't know
- If the answer is "Yes", how? Explain

6. Sports governance and institutional setup

The effectiveness of a central leadership structure for sport development

- a. Is there a dedicated sports ministry, department or unit within government?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Is there a separate governmental delivery agency for sport with an inclusive structure and clear role that supports sustainable sport development?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Do these sport governance bodies operate effectively?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. Are skills needs within sport governance bodies effectively assessed and addressed, including in sustainability issues?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. Does the country engage actively with global and regional bodies and other countries on sports development and management?
 - i. Yes
 - ii. No
 - iii. I don't know

7: The engagement of stakeholder interests in national sports governance

- a. Is there a structure or process for engagement of other ministries in sports governance?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Is there a structure or process for involvement of a range of sports stakeholders in sports governance?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Are NGOs, educational and other civil society bodies engaged in national sports governance structures?
 - i. Yes
 - ii. No
 - iii. I don't know

- d. Does the multi-stakeholder structure/body have sufficient capacity to function effectively and does it need strengthening?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. Is action taken to promote stakeholder buy-in and wider public interest?
 - i. Yes
 - ii. No
 - iii. I don't know

8: The involvement of the private sector and use of public-private partnerships

- a. Are there clear and active structures that bring together and represent private sector enterprises?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Do existing private sector structures have adequate capacity to be effective?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. In general, do private sector engaged to pursuing sustainable sports policies?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. Have other forms of business model and structure been encouraged in sports?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. To what extent are public-private partnerships used in sports development and management?

9: The effectiveness of sports governance at a local level

- a. Is there an effective process for involving local government structures in sports?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Is there effective coordination between national, regional and local sports governance?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Are local communities involved in sports governance in their areas?

- i. Yes
- ii. No
- iii. I don't know
- d. Are NGOs and other civil society bodies involved in local sports governance structures?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. Are local level structures working effectively and what would help them improve their performance?
 - i. Yes
 - ii. No
 - iii. I don't know
- f. Do those responsible locally for sports governance have sufficient experience and skill, including in aspects of sports development sustainability?
 - i. Yes
 - ii. No
 - iii. I don't know

10: Others: General overview of governance of the National Sports Council of Tanzania

- a. What do you consider to be the governance challenges of National Sports Council of Tanzania?
- b. Do you think the current NSC structure supports adequately the attainment of its objectives?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Does the current sports policy and the existing sports legislation meet the current demands of global sports development?
 - i. Yes
 - ii. No
 - iii. I don't know

Comments/ Remarks:

**Questionnaires earmarked to the current and former Secretary General (CEO's) of the
National Sport Council of Tanzania.**

SECTION A. General Information

- I. Name of the organization
- II. Date of establishment of the NSC
- III. Who appointed you to be the Secretary General (CEO) of the National Sports Council of Tanzania ✓
- IV. Were you given Terms of References (TORs) regarding your roles and responsibilities as the CEO of the Council? (Tick the appropriate answer below)
 - i. Yes
 - ii. No

If the answer is "No", how did you execute / how do you execute your duties as the CEO of the organization?
- V. What is the vision and mission of NSC
- VI. What are the functions of National Sport Council of Tanzania?
- VII. How many members constitute the Executive Committee/Board of National Sport Council of Tanzania?
- VIII. Who are the main stakeholders of National Sport Council of Tanzania?
- IX. Do you think all the members of the governing board (Executive Committee) understand their duties and responsibilities?
 - i. Yes
 - ii. No

- X. Do you think the members of the board have the diverse range of skills, experience and knowledge that it needs to run the council effectively?
- Yes
 - No
- XI. What are the grants and funding partners that sustain the NSC's activities? ...
.....
- XII. How does NSC attract more funding and political support for the attainment of its objectives? ...
.....
- XIII. How does NSC respond to the ongoing demands for professionalization and commercialization of sports?
- XIV. What do you consider to be the governance challenges of National Sports Council of Tanzania?
.....

SECTION B:

Policies and programs

1. The position of sport in development policies and programs

The level of recognition given to in development policies

- Is sport and physical education given sufficient coverage and recognition in studies and frameworks for development in the country?
 - Yes
 - No
 - I don't know
- Is sport considered a priority sector by government in its own development policies?
 - Yes
 - No
 - I don't know

- c. Is sport recognized as a priority sector by departments of government that impact on the sector's development?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. What factors may be inhibiting the recognition afforded to sport?

2. The extent and nature of international assistance for sustainable sports development

- a. Are there any major current or recent projects or initiatives in sports and physical education that are receiving international assistance?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. In general, is it considered that current and recent assistance projects have been successful and can any lessons be learnt from them?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Is there sufficient coordination between international agencies in their support for sustainable sports development?
 - i. Yes
 - ii. No
 - iii. I don't know

3. Sports development policy and regulatory framework

The existence of a Sport policy and strategic plans, sufficient to guide the development of sports

- a. Is there a clearly elaborated sport policy?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Does the policy commit to the elements of sustainable sport development?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Is the country a signatory of the UNESCO Charter on Physical Education and Sport, and does the policy reflect this?
 - i. Yes
 - ii. No
 - iii. I don't know

- d. Is consideration given to the financial and fiscal implications of a policy to support sport development?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. Are there a well-researched and comprehensive national sport strategy and/or master plan for sports development?
 - i. Yes
 - ii. No
 - iii. I don't know
- f. Does the preparation of the sports policy and strategy/master plan involve consultation and engagement with all key stakeholders?
 - i. Yes
 - ii. No
 - iii. I don't know
- g. Is the sport strategy/master plan up to date and is a revision planned?
 - i. Yes
 - ii. No
 - iii. I don't know
- h. Are actions and responsibilities clearly set out and costed in the plan?
 - i. Yes
 - ii. No
 - iv. I don't know

4: The implementation and monitoring of the policy/strategy/plan

- a. Is the sport policy/strategy/plan being effectively implemented?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Are all relevant stakeholders fully involved in its implementation?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. What may be holding back implementation?

- d. Are progress and results being monitored and reviewed?
 - i. Yes
 - ii. No

- iii. I don't know

5: The adequacy of legislation and regulations affecting sports development

- a. Is there specific sport legislation that is fit for purpose?
 - i. Yes
 - ii. No
 - iii. I don't know
 - b. Is the sport legislation fully implemented?
 - i. Yes
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 - d. Does the current legislation meet the current needs of sustainable sport development and is it enforced in the sector?
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 - iii. I don't know
 - e. Is sustainable sport development assisted or held back by regulations and how they are applied?
 - i. Yes
 - ii. No
 - iii. I don't know
- If the answer is "Yes", how? Explain

6. Sports governance and institutional setup

The effectiveness of a central leadership structure for sport development

- a. Is there a dedicated sports ministry, department or unit within government?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Is there a separate governmental delivery agency for sport with an inclusive structure and clear role that supports sustainable sport development?
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- c. Do these sport governance bodies operate effectively?
 - i. Yes
 - ii. No
 - iii. I don't know

- d. Are skills needs within sport governance bodies effectively assessed and addressed, including in sustainability issues?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. Does the country engage actively with global and regional bodies and other countries on sports development and management?
 - i. Yes
 - ii. No
 - iii. I don't know

7: The engagement of stakeholder interests in national sports governance

- a. Is there a structure or process for engagement of other ministries in sports governance?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Is there a structure or process for involvement of a range of sports stakeholders in sports governance?
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- c. Are NGOs, educational and other civil society bodies engaged in national sports governance structures?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. Does the multi-stakeholder structure/body have sufficient capacity to function effectively and does it need strengthening?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. Is action taken to promote stakeholder buy-in and wider public interest?
 - i. Yes
 - ii. No
 - iii. I don't know

8: The involvement of the private sector and use of public-private partnerships

- a. Are there clear and active structures that bring together and represent private sector enterprises?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Do existing private sector structures have adequate capacity to be effective?

- i. Yes
- ii. No
- iii. I don't know
- c. In general, do private sector engaged to pursuing sustainable sports policies?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. Have other forms of business model and structure been encouraged in sports?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. To what extent are public-private partnerships used in sports development and management?

9: The effectiveness of sports governance at a local level

- a. Is there an effective process for involving local government structures in sports?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Is there effective coordination between national, regional and local sports governance?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Are local communities involved in sports governance in their areas?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. Are NGOs and other civil society bodies involved in local sports governance structures?
 - i. Yes
 - ii. No
 - iii. I don't know

- e. Are local level structures working effectively and what would help them improve their performance?
- Yes
 - No
 - I don't know
- f. Do those responsible locally for sports governance have sufficient experience and skill, including in aspects of sports development sustainability?
- Yes
 - No
 - I don't know

Comments/ Remarks:

QUESTIONNAIRES ON GOVERNANCE OF NATIONAL SPORT COUNCIL OF TANZANIA

Questionnaires to the current the current and retired members of the National Sport Council of Tanzania.

General statements on governance of the National Sports Council of Tanzania

Complete the form by indicating your opinions regarding each statement with a tick in the right hand columns.

	Statements	Opinion				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	I don't know
1.	The National Sport Council Executive Committee has ultimate responsibility for directing the affairs of the organization, ensuring it is solvent, well run and delivering the outcomes for which it has been set up.					
2.	The board approve the organization's vision, mission, values and assesses all proposed activities against them					
3.	The division of roles and responsibilities between governing body members and executive staff is clear.					

4.	The National Sport Council Executive Committee is responsible for monitoring progress, evaluating performance of the organization and the CEO					
5.	The National Sport Council Executive Committee is responsible for fund raising and enforcing ethical guidelines of the organization and sport development in Tanzania					
6.	The organization has systems in place for board members to be involved in monitoring and evaluation – to measure outcomes and assess impact					
7.	The organization encourages and enables the engagement of key stakeholders in the organization's planning and decision making					

8.	The organization fosters an environment that supports constructive challenge and welcomes different points of view					
9.	The organization acts openly and honestly in all matters, and interests are declared even if the relevance or impact is unclear.					
10.	The organization ensures there is a strategy for regular and effective communication with all stakeholders – audiences, customers, funders etc.					
11.	The organization supports the process of learning from mistakes and successes, ensuring external views are taken into account.					
12.	The organization upholds and applies the principles of equality and diversity and ensures that we are fair and open to all sections of the community.					
13.	The organization body recognizes the organization's responsibilities towards its wider communities, society and the environment					
14.	The National Sport Council Executive Committee is responsible for a regular review and revision of the organization structures, practices and procedures for enhanced governance.					
15.	Comments if any:					

Questionnaires earmarked to the current/former Staffs of the National Sport Council of Tanzania and the Department of Sports Development.

Policies and programs

1. The position of sport in development policies and programs

The level of recognition given to in development policies

- a. Is sport and physical education given sufficient coverage and recognition in studies and frameworks for development in the country?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Is sport considered a priority sector by government in its own development policies?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Is sport recognized as a priority sector by departments of government that impact on the sector's development?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. What factors may be inhibiting the recognition afforded to sport?

2. The extent and nature of international assistance for sustainable sports development

- a. Are there any major current or recent projects or initiatives in sports and physical education that are receiving international assistance and from whom?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. In general, is it considered that current and recent assistance projects have been successful and can any lessons be learnt from them?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Is there sufficient coordination between international agencies in their support for sustainable sports development?
 - i. Yes
 - ii. No
 - iii. I don't know

3. Sports development policy and regulatory framework

The existence of a Sport policy and strategic plans, sufficient to guide the development of sports

- a. Is there a clearly elaborated sport policy?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Does the policy commit to the elements of sustainable sport development?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Is the country a signatory of the UNESCO Charter on Physical Education and Sport, and does the policy reflect this?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. Is consideration given to the financial and fiscal implications of a policy to support sport development?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. Is there a well-researched and comprehensive national sport strategy and/or master plan for sports development?
 - i. Yes
 - ii. No
 - iii. I don't know
- f. Does the preparation of the sports policy and strategy/master plan involve consultation and engagement with all key stakeholders?
 - i. Yes
 - ii. No
 - iii. I don't know
- g. Is the sport strategy/master plan up to date and is a revision planned?
 - i. Yes
 - ii. No
 - iii. I don't know
- h. Are actions and responsibilities clearly set out and costed in the plan?
 - i. Yes
 - ii. No
 - iv. I don't know

4. The implementation and monitoring of the policy/strategy/plan

- a. Is the sport policy/strategy/plan being effectively implemented?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Are all relevant stakeholders fully involved in its implementation?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. What may be holding back implementation?
.....
.....
- d. Are progress and results being monitored and reviewed?
 - i. Yes
 - ii. No
 - iii. I don't know

5. The adequacy of legislation and regulations affecting sports development

- a. Is there specific sport legislation that is fit for purpose?
 - i. Yes
 - ii. No
 - iii. I don't know
 - b. Is the sport legislation fully implemented?
 - i. Yes
 - ii. No
 - iii. I don't know
 - c. Does sport legislation adequately reflect local level roles and responsibilities?
 - i. Yes
 - ii. No
 - iii. I don't know
 - d. Does the current legislation meet the current needs of sustainable sport development and is it enforced in the sector?
 - i. Yes
 - ii. No
 - iii. I don't know
 - e. Is sustainable sport development assisted or held back by regulations and how they are applied?
 - i. Yes
 - ii. No
 - iii. I don't know
- If the answer is "Yes", how? Explain

6. Sports governance and institutional setup

The effectiveness of a central leadership structure for sport development

- a. Is there a dedicated sports ministry, department or unit within government?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Is there a separate governmental delivery agency for sport with an inclusive structure and clear role that supports sustainable sport development?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Do these sport governance bodies operate effectively and what are their main needs?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. Are skills needs within sport governance bodies effectively assessed and addressed, including in sustainability issues?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. Does the country engage actively with global and regional bodies and other countries on sports development and management?
 - i. Yes
 - ii. No
 - iii. I don't know

7. The engagement of stakeholder interests in national sports governance

- a. Is there a structure or process for engagement of other ministries in sports governance?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Is there a structure or process for involvement of a range of sports stakeholders in sports governance?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Are NGOs, educational and other civil society bodies engaged in national sports governance structures?
 - i. Yes
 - ii. No
 - iii. I don't know

- d. Does the multi-stakeholder structure/body have sufficient capacity to function effectively and does it need strengthening?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. Is action taken to promote stakeholder buy-in and wider public interest?
 - i. Yes
 - ii. No
 - iii. I don't know

8. The involvement of the private sector and use of public-private partnerships

- a. Are there clear and active structures that bring together and represent private sector enterprises?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Do existing private sector structures have adequate capacity to be effective?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. In general, how engaged and committed is the private sector to pursuing sustainable sports policies?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. Have other forms of business model and structure been encouraged in sports?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. To what extent are public-private partnerships used in sports development and management?

9. The effectiveness of sports governance at a local level

- a. Is there an effective process for involving local government structures in sports?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Is there effective coordination between national, regional and local sports governance?
 - i. Yes
 - ii. No
 - iii. I don't know

- c. Are local communities involved in sports governance in their areas?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. Are NGOs and other civil society bodies involved in local sports governance structures?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. Are local level structures working effectively and what would help them improve their performance?
 - i. Yes
 - ii. No
 - iii. I don't know
- f. Do those responsible locally for sports governance have sufficient experience and skill, including in aspects of sports development sustainability?
 - i. Yes
 - ii. No
 - iii. I don't know

10. Others: General overview of governance of the National Sports Council of Tanzania

- a. What do you consider to be the governance challenges of National Sports Council of Tanzania?
- b. Do you think the current NSC structure supports adequately the attainment of its objectives?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Does the current sports policy and the existing sports legislation meet the current demands of global sports development?
 - i. Yes
 - ii. No
 - iii. I don't know

Comments/ Remarks:

Questionnaires earmarked to the Regional Sports Officers and Tutors of Malya Sports Institute

Policies and programs

1. The position of sport in development policies and programs

The level of recognition given to in development policies

- a. Is sport and physical education given sufficient coverage and recognition in studies and frameworks for development in the country?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Is sport considered a priority sector by government in its own development policies?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Is sport recognized as a priority sector by departments of government that impact on the sector's development?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. What factors may be inhibiting the recognition afforded to sport?

2. The extent and nature of national programs for sustainable sports development

- a. In general, is it considered that implementation of the national sports Council functions have been successful and can any lessons be learnt from them?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Is there sufficient coordination between the National Sports Council and the Regional or District Sports Committees to support the overall sustainable sports development?
 - i. Yes
 - ii. No
 - iii. I don't know

3. Sports development policy and regulatory framework

The existence of a Sport policy and strategic plans, sufficient to guide the development of sports

- a. Is there a clearly elaborated sport policy?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Does the policy commit to the elements of sustainable sport development?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Is the country a signatory of the UNESCO Charter on Physical Education and Sport, and does the policy reflect this?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. Is consideration given to the financial and fiscal implications of a policy to support sport development?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. Is there a well-researched and comprehensive national sport strategy and/or master plan for sports development?
 - i. Yes
 - ii. No
 - iii. I don't know
- f. Does the preparation of the sports policy and strategy/master plan involve consultation and engagement with all key stakeholders?
 - i. Yes
 - ii. No
 - iii. I don't know
- g. Is the sport strategy/master plan up to date and is a revision planned?
 - i. Yes
 - ii. No
 - iii. I don't know
- h. Are actions and responsibilities clearly set out and costed in the plan?
 - i. Yes
 - ii. No
 - iv. I don't know

4: The implementation and monitoring of the policy/strategy/plan

- a. Is the sport policy/strategy/plan being effectively implemented?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Are all relevant stakeholders fully involved in its implementation?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. What may be holding back implementation?
.....
.....
- d. Are progress and results being monitored and reviewed?
 - i. Yes
 - ii. No
 - iii. I don't know

5: The adequacy of legislation and regulations affecting sports development

- a. Is there specific sport legislation that is fit for purpose?
 - i. Yes
 - ii. No
 - iii. I don't know
 - b. Is the sport legislation fully implemented?
 - i. Yes
 - ii. No
 - iii. I don't know
 - c. Does sport legislation adequately reflect local level roles and responsibilities?
 - i. Yes
 - ii. No
 - iii. I don't know
 - d. Does the current legislation meet the current needs of sustainable sport development and is it enforced in the sector?
 - i. Yes
 - ii. No
 - iii. I don't know
 - e. Is sustainable sport development assisted or held back by regulations?
 - i. Yes
 - ii. No
 - iii. I don't know
- If the answer is "Yes", how? Explain

6. Sports governance and institutional setup

The effectiveness of a central leadership structure for sport development

- a. Is there a dedicated sports ministry, department or unit within government?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Is there a separate governmental delivery agency for sport with an inclusive structure and clear role that supports sustainable sport development?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Do these sport governance bodies operate effectively and what are their main needs?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. Are skills needs within sport governance bodies effectively assessed and addressed, including in sustainability issues?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. Does the country engage actively with global and regional bodies and other countries on sports development and management?
 - i. Yes
 - ii. No
 - iii. I don't know

7. The engagement of stakeholder interests in Regional sports governance

- a. Is there a structure or process for engagement of other government departments in sports governance at regional levels?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Is there a structure or process for involvement of a range of sports stakeholders in sports governance?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Are NGOs, educational and other civil society bodies engaged in regional sports governance structures?
 - i. Yes
 - ii. No
 - iii. I don't know

-
- d. Does the multi-stakeholder structure/body have sufficient capacity to function effectively and does it need strengthening?
 - i. Yes
 - ii. No
 - iii. I don't know
 - e. Is action taken to promote stakeholder buy-in and wider public interest?
 - i. Yes
 - ii. No
 - iii. I don't know

8. The involvement of the private sector and use of public-private partnerships

- a. Are there clear and active structures that bring together and represent private sector enterprises?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Do existing private sector structures have adequate capacity to be effective?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. In general, how engaged and committed is the private sector to pursuing sustainable sports policies?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. Have other forms of business model and structure been encouraged in sports?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. To what extent are public-private partnerships used in sports development and management?

9. The effectiveness of sports governance at a local level

- a. Is there an effective process for involving local government structures in sports?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Is there effective coordination between national, regional and local sports governance?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Are local communities involved in sports governance in their areas?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. Are NGOs and other civil society bodies involved in local sports governance structures?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. Are local level structures working effectively and what would help them improve their performance?
 - i. Yes
 - ii. No
 - iii. I don't know
- f. Do those responsible locally for sports governance have sufficient experience and skill, including in aspects of sports development sustainability?
 - i. Yes
 - ii. No
 - iii. I don't know

10. Others: General overview of governance of the National Sports Council of Tanzania

- a. What do you consider to be the governance challenges of the National Sports Council of Tanzania?
- b. Do you think the current NSC structure supports adequately the attainment of its objectives?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Does the current sports policy and the existing sports legislation meet the current demands of global sports development?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. To what extent do you think the National Sports Council of Tanzania has successfully achieved their objectives as stipulated in the National Sports Council Act No. 12 of 1967 and as amended in the Amendment Act No. 6 of 1971?
 - i. Not achieved at all
 - ii. Partially achieved
 - iii. Achieved - very well
 - iv. Completely achieved - best practice

Comments/ Remarks:

Questionnaires earmarked to the National Sports Associations

Policies and programs

1. The position of sport in development policies and programs

The level of recognition given to in development policies

- a. Is sport and physical education given sufficient coverage and recognition in studies and frameworks for development in the country?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Is sport considered a priority sector by government in its own development policies?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Is sport recognized as a priority sector by departments of government that impact on the sector's development?
 - i. Yes
 - ii. No
 - iii. I don't know

2. Sports development policy and regulatory framework

The existence of a Sport policy and strategic plans, sufficient to guide the development of sports

- a. Is there a clearly elaborated sport policy?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Does the policy commit to the elements of sustainable sport development?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Is consideration given to the financial implications of a policy to support sport development?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. Is there a well-researched and comprehensive national sport strategy and/or master plan for sports development?
 - i. Yes
 - ii. No

- iii. I don't know
- e. Does the preparation of the sports policy and strategy/master plan involve consultation and engagement with all key stakeholders?
 - i. Yes
 - ii. No
 - iii. I don't know
- f. Is the sport strategy/master plan up to date and is a revision planned?
 - i. Yes
 - ii. No
 - iii. I don't know
- g. Are actions and responsibilities clearly set out and costed in the plan?
 - i. Yes
 - ii. No
 - iv. I don't know
- h. Does the current sports policy permit professional sport in Tanzania?
 - i. Yes
 - ii. No
 - iii. I don't know

3. The implementation and monitoring of the policy/strategy/plan

- a. Is the sport policy/strategy/plan being effectively implemented?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Are all relevant stakeholders fully involved in its implementation?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Are progress and results being monitored and reviewed?
 - i. Yes
 - ii. No
 - iii. I don't know

4. The adequacy of legislation and regulations affecting sports development

- a. Is there specific sport legislation that is fit for purpose?
 - i. Yes
 - ii. No
 - iii. I don't know
 - b. Is the sport legislation fully implemented?
 - i. Yes
 - ii. No
 - iii. I don't know
 - c. Does sport legislation adequately reflect the roles and responsibilities of the National Sports Associations?
 - i. Yes
 - ii. No
 - iii. I don't know
 - d. Does the current legislation meet the current needs of sustainable sport development and is it enforced in the sector?
 - i. Yes
 - ii. No
 - iii. I don't know
 - e. Is sport development assisted or held back by regulations?
 - i. Yes
 - ii. No
 - iii. I don't know
- If the answer is "Yes", how? Explain

5. Sports governance and institutional setup

The effectiveness of a central leadership structure for sport development

- a. Is there a dedicated sports ministry, department or unit within government?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Does the National Sports Council of Tanzania have structures and clear roles that supports sport development?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Do these sport governance associations operate effectively?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. Are skills needs within sport governance associations effectively assessed and addressed, including in sustainability issues?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. Does the country engage actively with global and regional bodies and other countries on sports development and management?
 - i. Yes
 - ii. No
 - iii. I don't know

6. The engagement of stakeholder interests in national sports governance

- a. Is there a structure or process for engagement of other ministries in sports governance?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Is there a structure or process for involvement of a range of sports stakeholders in sports governance?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Are NGOs, educational and other civil society bodies engaged in national sports governance structures?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. Does the multi-stakeholder structure/body have sufficient capacity to function effectively and does it need strengthening?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. Is action taken to promote stakeholder buy-in and wider public interest?
 - i. Yes
 - ii. No
 - iii. I don't know

7. The involvement of the private sector and use of public-private partnerships

- a. Are there clear and active structures that bring together and represent private sector enterprises?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Do existing private sector structures have adequate capacity to be effective?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. In general, how engaged and committed is the private sector to pursuing sustainable sports policies?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. Have other forms of business model and structure been encouraged in sports?
 - i. Yes
 - ii. No
 - iii. I don't know

8. The effectiveness of sports governance at a local level

- a. Is there an effective process for involving local government structures in sports?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Is there effective coordination between national, regional and local sports governance?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. Are local communities involved in sports governance in their areas?
 - i. Yes
 - ii. No
 - iii. I don't know
- d. Are NGOs and other civil society bodies involved in local sports governance structures?
 - i. Yes
 - ii. No
 - iii. I don't know
- e. Are local level structures working effectively and what would help them improve their performance?
 - i. Yes
 - ii. No
 - iii. I don't know
- f. Do those responsible locally for sports governance have sufficient experience and skill, including in aspects of sports development sustainability?
 - i. Yes
 - ii. No
 - iii. I don't know

9. Others: General overview of governance of the National Sports Council of Tanzania

- a. Do you think the current NSC structure supports adequately the attainment of its objectives?
 - i. Yes
 - ii. No
 - iii. I don't know
- b. Does the current sports policy and the existing sports legislation meet the current demands of global sports development?
 - i. Yes
 - ii. No
 - iii. I don't know
- c. To what extent do you think the National Sports Council of Tanzania has successfully achieved their objectives as stipulated in the National Sports Council Act No. 12 of 1967 and as amended in the Amendment Act No. 6 of 1971?
 - i. Not achieved at all
 - ii. Partially achieved
 - iii. Achieved - very well
 - iv. Completely achieved - best practice

Comments/ Remarks:

**QUESTIONNAIRES ON GOVERNANCE OF NATIONAL SPORT COUNCIL OF
TANZANIA**

A: Questionnaires earmarked to the current and retired Chairpersons of the National Sport Council of Tanzania.

I. General questionnaires on the governance of the National Sports Council of Tanzania

1. Name _____ of _____ the _____ organization _____
2. Date of Chairmanship to the National Sports Council of Tanzania.....
3. Who appointed you to be the Chairman of the National Sports Council of Tanzania _____
4. Were you given Terms of References (TORs) regarding your roles and responsibilities as the Chairperson of the Council? (Tick the appropriate answer below)
 - i. Yes
 - ii. No

If the answer is "No", how did you execute / how do you execute your duties as the head of the organization?

5. Did you receive the necessary induction or training after your appointment or attend any training and ongoing support needed to discharge your duties during your tenure?
 - i. Yes
 - ii. No
6. Do you think all the members of the governing board (Executive Committee) understand their duties and responsibilities?
 - i. Yes
 - ii. No
7. Do you think the members of the board have the diverse range of skills, experience and knowledge that it needs to run the council effectively?
 - i. Yes
 - ii. No

8. Who appoints the CEO (Secretary General) of the NSC?
.....

9. Are there proper arrangements for the board to supervise and appraise the CEO?
- i. Yes
 - ii. No

If the answer is "No", who evaluates the CEO's performance?

10. Are there arrangements for the board to regularly review and assess its own performance and that of individual members?
- i. Yes
 - ii. No

II. General statements on governance of the National Sports Council of Tanzania

Complete the form by indicating your opinions regarding each statement with a tick in the right hand columns.

	Statements	Opinion				
		Strongly agree	Agree	Neither agree nor disagree	Disagree	I don't know
11.	The National Sport Council Executive Committee has ultimate responsibility for directing the affairs of the organization, ensuring it is solvent, well run and delivering the outcomes for which it has been set up.					
12.	The board approve the organization's vision, mission, values and assesses all proposed activities against them					
13.	The division of roles and responsibilities between governing body members and executive staff is clear.					
14.	The National Sport Council Executive Committee is responsible for monitoring progress, evaluating performance of the organization and the CEO					
15.	The National Sport Council Executive Committee is responsible for fund raising and enforcing ethical guidelines of the organization and sport development in Tanzania					

16.	The organization has systems in place for board members to be involved in monitoring and evaluation – to measure outcomes and assess impact					
17.	The organization encourages and enables the engagement of key stakeholders in the organization's planning and decision making					
18.	The organization fosters an environment that supports constructive challenge and welcomes different points of view					
19.	The organization acts openly and honestly in all matters, and interests are declared even if the relevance or impact is unclear.					
20.	The organization ensures there is a strategy for regular and effective communication with all stakeholders – audiences, customers, funders etc.					
21.	The organization supports the process of learning from mistakes and successes, ensuring external views are taken into account.					
22.	The organization upholds and applies the principles of equality and diversity and ensures that we are fair and open to all sections of the community.					
23.	The organization body recognizes the organization's responsibilities towards its wider communities, society and the environment					
24.	The National Sport Council Executive Committee is responsible for a regular review and revision of the organization structures, practices and procedures for enhanced governance.					
25.	Comments if any:					

Sport Governance in a changing environment:

An analysis of the role and impact of
Governance of the National Sports Council on
Sports Development in Tanzania

변화하는 환경에서의 스포츠 거버넌스 :
탄자니아 스포츠 발전에 관한 국가 체육 협의회
거버넌스의 역할과 영향 분석

Apansia Onesmo Lema

서울대학 대학원

체육교육과

본 연구는 National Sports Council 의 체제 실행이
탄자니아의 스포츠 발전에 어떻게 기여했는지 조사하는 것을
목적으로 한다. 탄자니아의 국가 스포츠위원회 (National Sports
Council of Tanzania)는 50 년 전 모든 형태의 스포츠를 통제하고

다른 배우들과 이해 관계자들과 공동으로 스포츠 커뮤니티에 다양한 스포츠 서비스를 제공하는 기능을 위임 받은 법정 기관으로 설립되었다.

본 연구는 스포츠가 현재 큰 변화의시기에 있으며 세계화가 가속화되고 있음을 고려하여 이사회가 실질적으로 법규 기능을 수행하고, 거버넌스 관행이 스포츠 개발을 개선하는 데 탄자니아 어떻게 도움이 되었는지를 검토한다.

본 연구를 실시하기 위해 설문지를 사용한 양적 연구를 실시하였다. 연구 참가자는 전, 현 회장, 사무 총장, 회원, 직원, 전국 스포츠 협회 / 연맹 공무원 및 지역, 지방 및 지역의 스포츠 임원을 대표하는 114 명이다. 설문지는 정책, 법률, 집행위원회 역할 및 책임, 이사회 개발, 관리, 조직 개발 및 파트너십, 도전 등 10 가지 항목 측정 방법으로 구성되었. 자료는 빈도 및 평균 (SD) 분석을 사용하여 분석하였다.

본 연구는 조직 및 향후 연구에 유용 할 수 있는 NSC 의 거버넌스에 대한 가능한 도전 과제를 제공한다. 본 연구에서는

NSC가 적용되는 정책과 법령이 현재의 스포츠 변화 환경에 대해 더 이상 충분하지 않다는 것을 보여주었다. 또한 예산 제약은 국가의 스포츠 발전에 중대한 영향을 미쳤다. 그 결과 조직 성과 및 거버넌스 표준을 향상시키고 개선 할 수 있도록 NSC의 전반적인 개혁이 필요하다고 권고한다.